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THESIS

A STUDY OF THE FEASIBILITY AND BENEFITS OF
CONVERTING CERTAIN FLEET SUPPORT COMMUNITY
BILLETS FROM MILITARY TO CIVILIAN

by

Eric L. FitzPatrick

March, 1998

Thesis Advisor:
Associate Advisor:

John E. Mutty
William R. Gates

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CIVILIAN

Eric L. FitzPatrick
Lieutenant, United States Navy
B.A., University of Texas, 1990

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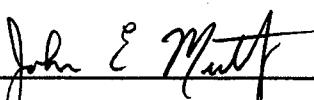
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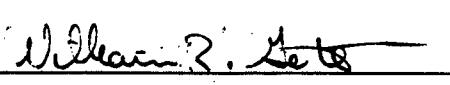


Eric L. FitzPatrick

Approved by:



John E. Mutty, Thesis Advisor



William R. Gates, Associate Advisor


Reuben T. Harris, Chairman
Department of Systems Management

ABSTRACT

The latest Quadrennial Defense Review (QDR) determined that the Department of Defense must reduce the amount of the money it spends on infrastructure to recapitalize the armed forces. The QDR and the General Accounting Office (GAO) have identified the civilianization of military support billets as a means of cutting infrastructure spending. This thesis studied the Navy's Fleet Support Community (designator 1700) to determine the feasibility and potential savings of converting certain 1700 billets from military to civilian. Civilianization of billets would have a significant affect on the Fleet Support Community and, possibly, on the number of female Naval officers. This thesis explored options for the community's future and studied the impact changes might have on female officer manning. If the 628 billets this thesis identified as conversion candidates were civilianized, an annual savings of \$7.4 million would result. However, military and civilian personnel cannot be compared on the basis of cost only, other issues must be considered before any decision to civilianize billets could occur.

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I INTRODUCTION

A. PURPOSE

This research paper analyzes the Fleet Support Community (FSC) billet base to determine if civilianization of billets is a viable option. Conversion of billets can save money because, on a pay and benefits basis, equivalent civilians are less expensive than military officers are.

B. BACKGROUND

One of the most difficult issues the Department of Defense (DOD) faces is how to replace or modernize aging weapons systems in the face of static or declining defense budgets. The 1997 Department of Defense Budget provided approximately \$257 billion in appropriations for defense spending. The Future Years Defense Plan projects virtually zero funding growth in the defense budget through the year 2001. DOD currently spends 60 percent of its budget on infrastructure activities.¹ Planned infrastructure funding is projected to remain at about 60 percent in DOD's 1997-2001 budgets.² The recent Quadrennial Defense Review (QDR), Bottom Up Review and the General Accounting Office (GAO) have all concluded that the Department of Defense must cut the money it spends on infrastructure to recapitalize the armed forces.³

¹ DOD defines infrastructure as those activities that provide support services to mission programs, such as combat forces, and primarily operate from fixed locations. DOD accounts for its infrastructure activities in eight categories: installation support; central training; central medical; central logistics; force management; acquisition infrastructure; central personnel; and central command, control and communications.

² GAO Report GAO/NSIAD-97-127BR

³ Ibid

Thirty percent of infrastructure spending goes to military personnel accounts.⁴ The GAO found that about 45 percent of active-duty military personnel, or 660,000 men and women, officer and enlisted, are assigned to support activities. The QDR and the General Accounting Office have identified the civilianization of military support billets as a means of cutting infrastructure spending. The GAO concluded that civilian civil-service employees, of a comparable grade, could perform many of the support activities for an average annual \$15,000 saving compared to active duty military officer personnel.⁵

The Navy's Fleet Support Community (FSC), designator 1700, performs support functions. Consisting of approximately 1800 officers, the FSC mission is:⁶

Support fleet and joint operations through management of the fleet support establishment and the development of highly specialized technical and analytical capabilities. Fleet support officers are the primary source of officers trained, educated and experienced in the intricacies of shore station and support management.

The Fleet Support mission is executed through three specialty areas or "core competencies." They are (1) Logistics Support, which includes shore station management and sealift; (2) Manpower Personnel and Training (MPT), which includes personnel accession, personnel management, manpower/ personnel/ training analysis and personnel development; (3) Space and Electronic Warfare (SEW), which

⁴ Ibid

⁵ Tom Bowmen, *Shift Military Support Jobs to Civilians, Close Inefficient Facilities, GAO Urges*, Baltimore Sun, April 5, 1997

⁶ *Fleet Support Community, A Brief for CNO*, 21 March 1996

includes space operations, information warfare, information systems management and IUSS.⁷

This thesis analyzes the FSC billet base to determine the feasibility of converting certain 1700 billets from military to civilian and the resulting potential savings.

C. OBJECTIVES

This thesis attempts to determine if converting some FSC billets is feasible and if budgetary savings could result from the conversion. This thesis also addresses the impact conversion would have on the FSC community and explores possible options for the community's future.

D. RESEARCH QUESTIONS

1. Primary Research Question

Can some FSC billets be converted to Civil Service, and, if so, what savings, if any, will result?

2. Secondary Research Questions

a. What is the history of the Fleet Support Community (FSC) and how did it evolve to its present state?

b. What is the mission of the FSC and how does it accomplish its mission?

c. What criteria should be used to determine if billets should be converted?

d. What formulas should be used to determine savings from conversion?

⁷ IUSS (Integrated Underwater Surveillance System) mission transfers to the Intelligence Community NLT 2010.

- e. What impact will conversion have on the FSC and what is the best way to deal with that impact?
- f. What barriers exist to conversion?

E. SCOPE LIMITATIONS AND ASSUMPTIONS

This thesis only analyzes the FSC. There are, of course, many other officer communities and enlisted rates in the Navy where a majority of the members perform support functions, e.g. Civil Engineering Corps, Supply Corps, Postal Clerk Rating and Hospital Corpsman Rating. Due to time constraints and data availability, only the FSC was studied. Also, the FSC is unique in the Navy in that there are virtually no sea duty billets.⁸ The sea-shore rotation issue would not impact a decision to civilianize billets.⁹ The GAO has already reviewed many of the other officer communities and enlisted ratings to determine conversion feasibility and savings; so this thesis need not duplicate GAO work.

Approximately half of the FSC personnel fill 1700 coded billets, the rest fill 1000 coded billets.¹⁰ Only 1700 coded billets were considered for possible conversion. Filling 1000 coded billets typically revolve among several communities. For instance, a 1000 coded billet may be filled by an FSC Officer for one tour, then by a Surface Warfare Officer, who might be followed by a Naval Flight Officer. It would be impossible to consider civilianizing 1000 coded billets without gauging the affect conversion

⁸ Out of a 980 billet base here are 12 sea duty billets.

⁹ The sea-shore rotation issue refers to the fact that other communities, for example the Surface Warfare community, need ashore support billets for personnel to rotate into between at sea assignments.

¹⁰ 1000 coded billets can, by definition, be filled by any unrestricted line officer or FSC officer.

would have on several different communities. Such an analysis is outside the scope of this thesis.

Only the option of conversion to civil service for FSC billets was considered. It may well be that complete privatization of some FSC functions is the most cost effective alternative. This is a topic sufficient to warrant a separate thesis.

F. LITERATURE REVIEW

GAO and DOD drafted the following reports on converting military support billets:

1. DOD Force Mix Issues: Greater Reliance on Civilians in Support Roles Could Provide Significant Benefits (GAO/NSIAD-95-5, Oct. 19, 1994)
2. Department of Defense Report on the Civilian and Military Mix in Support Occupations, Report to the House Committee on National Security and Senate Committee on Armed Services, Office of the Under Secretary of Defense (Personnel and Readiness), April 1995
3. DOD Force Mix Issues (GAO/NSIAD-97-15), October 23, 1996
4. Defense Budget: Observations on Infrastructure Activities (GAO/NSIAD-97-127BR) April 4, 1997

The GAO reports share a central theme: DOD can save money by civilianizing military support billets. The first report focused primarily on enlisted positions. Congress mandated the second, prompted by the first GAO report. The last two, which focused on officer billets, are most germane to this thesis. Brief reviews of the reports follow.

1. DOD Force Mix Issues: Greater Reliance on Civilians in Support Roles Could Provide Significant Benefits

In the wake of DOD's continuing efforts to downsize, GAO identified ways for the military services to achieve operational efficiencies and budget savings by using civilian personnel in support positions. GAO concludes that by replacing military forces with civilians in support roles, DOD could significantly reduce personnel costs and release military personnel for operational duties. GAO asserts that on average each civilian support employee costs \$15,000 less per year than a comparably graded military person.

The report does not develop a list of billets that should be civilianized and resulting potential yearly savings.

2. Department of Defense Report on the Civilian and Military Mix in Support Occupations

DOD reported to Congress that despite the turbulence of massive force reductions and relocations, the Defense Department continues to search for ways to make the most economical use of its total work force. The report reviewed DOD's military/civilian mix by service and job type; DOD Policy on military essentiality; and how service missions affect the work force mix. The report concluded that no major civilianization effort should be undertaken until the Defense work force (both military and civilian) begins to stabilize near its ultimate post Cold War level.

3. DOD Force Mix Issues

The GAO reviewed 32,155 officer positions and determined that 9,500 were candidates for military to civilian conversion. In evaluating the positions, GAO used criteria based on guidance contained in DOD Directive 1100.4.¹¹ The GAO reviewed positions by career field in the three service branches (the report did not consider any FSC career fields). 1,006 Army billets, 6,841 Air Force billets and 1,639 Navy billets were identified as conversion candidates. GAO concluded that if all the positions identified were converted, DOD could save about \$95 million annually. The Navy, by itself, could save \$16 million a year. GAO computed annual costs for each military officer grade and equivalent civil service grades to determine annual savings.¹²

The GAO also identified impediments that limit the services' ability to convert positions. First, given the latitude of the services' guidance and instructions, local commanders are able to and likely prefer to use service members due to a perceived increase in control over staff. Second, commanders may have little guarantee that funding will be provided for converted positions. Military pay is provided through the service personnel accounts and funding will be available to continue staffing the positions. Civilian pay is budgeted in operations and maintenance accounts. These accounts also fund other needs, such as purchasing fuel, spare parts and training. The services

¹¹ DOD Directive 1100.4 is a 1954 directive that requires the services to staff positions with civilian personnel unless the services deem a position military essential for one or more reasons, including combat readiness, legal requirements, training, security, rotation, and discipline. The criteria for conversion that GAO derived from this instruction will be more fully reviewed and critiqued in chapter 3.

¹² GAO's methodology for determining savings will be explored more extensively in chapter 3.

may have different priorities than providing sufficient civilian pay to support conversions. Finally, there are civilian labor ceilings currently in place that would stymie any conversion efforts.

4. Defense Budget: Observations on Infrastructure Activities (GAO/NSIAD-97-127BR)

The GAO reported that the planned infrastructure funding in DOD's 1997-2001 budgets was projected to remain about 60 percent of DOD's total budget, the same proportion as during the Bottom-Up Review. About 50 percent of infrastructure spending is in two categories: central logistics and installation support. About 80 percent of infrastructure activities that can be clearly identified in DOD's Future Years Defense Plan (FYDP) are funded by a combination of the military personnel (30 percent) and operations and maintenance (50 percent) appropriations. If DOD is to reduce its infrastructure activities, it must look to these appropriations for the reductions.

Although active military personnel have declined by about 30 percent between fiscal year 1990 and 1997, the total funding for the salaries and benefits for active duty military personnel has declined by only 13 percent. The budgets (using constant dollars) were not expected to decrease commensurate with the force because the force that remains has progressively become more expensive. Increases in basic pay and allowances have contributed to the higher costs. Also, by 1999, each service is expected to have a higher percentage of officers in its force than it had in 1990.

Congress had been concerned about an excessive drawdown of military personnel and imposed permanent end strength levels in the National Defense Authorization Act

for fiscal year 1996. In contrast, GAO has shown that smaller end strengths are possible without reducing the number of personnel assigned to operational forces. Specifically, about 660,000, or 45 percent, of active military personnel for fiscal year 1997 were assigned to infrastructure activities.¹³ Each service is assessing ways to streamline its operations that reduce active military personnel needs. DOD could reduce the military personnel accounts by replacing active duty military personnel, who perform infrastructure functions, with less costly civilian personnel.

G. METHODOLOGY

The history, present function and community demographics of the FSC were researched and summarized from various briefing papers, official letters and instructions that were retrieved from the files of the FSC Officer Community Manager (OCM), at the Bureau of Naval Personnel (Pers-211G).

The OCM provided the latest (December 1996) billet base file containing 980 billets.¹⁴ Using criteria derived from the GAO and DOD Directive 1100.4, each billet's title, activity, geographic location, personnel subspecialty (PSUB), Primary Navy Officer Billet Code (PNOBC) and Secondary Navy Officer Billet Code (SNOBC) were reviewed to determine conversion candidates.

Using GAO criteria, the respective cost savings between each officer grade and the civilian equivalent was determined. The cost savings per officer grade was then

¹³ GAO Report GAO/NSIAD-97-127BR

¹⁴ The Fleet Support Community is a relatively new community with a growing billet base. Current plans envision a billet base of 1300 when complete.

multiplied by the total number of officers per grade identified as conversion candidates. The results were then summed to arrive at a total estimated cost savings.

To formulate recommendations for the FSC's future, the histories of other officer communities and enlisted rates that were downsized or eliminated were reviewed.

F. ORGANIZATION OF STUDY

Chapter I: Introduction-This chapter identifies the purpose and direction of the thesis. It consists of: a background on how the research was conducted, objectives of the thesis, a presentation of primary and secondary questions, and a discussion of the thesis limitations.

Chapter II: Background-This chapter traces the evolution of the FSC from its beginnings to its current state.

Chapter III: Literature Review-This chapter discusses germane GAO findings. A review and critique of the methodology GAO used to derive their findings was conducted.

Chapter IV: Presentation and Analysis of the Data-This chapter presents and discusses the research results, including: a study of the FSC billet base to determine candidates for conversion, a cost-benefit analysis of conversion, and an analysis of the impact of conversion on the viability of the FSC as a restricted line community.

Chapter V: Conclusions and Recommendations-The final chapter answers the research questions presented in Chapter I, summarizes the research findings and provides recommendations for implementation.

II. BACKGROUND

A. GENERAL UNRESTRICTED LINE

The FSC is a direct descendant of the General Unrestricted Line (GenURL) community, designator 1100. The GenURL community was created in 1972 specifically because of the combat exclusion law, which barred women from the majority of Navy billets. Historically, the very definition of an unrestricted line officer referred to the ability/eligibility to command at sea. The definition of the GenURL had always been somewhat blurred by its existence as an unrestricted line community whose members were barred by law from the very goal which defines the unrestricted line.

Unlike the other unrestricted line communities (surface warfare, aviation and submarines) the GenURL never had its own discreet billet base. Instead, officers filled a percentage of 1000 coded billets that were reserved for the community. Junior GenURLs typically filled support billets, such as administrative officer, communications officer, and legal officer. Senior community members typically held high-level staff positions or commanded shore installations.

In 1989, an official mission statement was approved: "The General Unrestricted Line manages the fleet support establishment and provides the Navy with officers of proven leadership and shore management/subspecialty expertise."¹⁵ Because of the combat exclusion prohibition, the GenURL community evolved as a de facto fleet support community. Expertise was developed in a variety of skills that supported the Navy's shore establishment.

¹⁵ From BUPERS (Pers 211G)

The GenURL community was never, by regulation, a community solely for females. Men constituted a small percentage of the community. However, there was no formal accession path for men into the community. Males were automatically redesignated as 1100s after attrition from other officer communities. Attrition was most commonly due to poor health or performance. For men, the GenURL community tended to be a place where they could complete their service obligation and then leave the Navy. As a result, there were very few senior male GenURL officers.

B. LAW CHANGE

Rescission of Section 10 of the U.S. Code, which excluded women from combatant billets, opened many doors for Navy women and effectively removed the *raison d'être* for the GenURL community. The change in the combat exclusion prohibition spurred DOD to examine the GenURL community and its future in the Navy.¹⁶

C. OPTIONS FOR CHANGE

In September of 1994, the Chief of Naval Personnel (CNP) reviewed three options for the GenURL community.¹⁷ Each option, and its pros, cons and concerns, as developed by the CNP's staff, is reviewed below.

¹⁶ Memorandum for the Secretary of the Navy from the Chief of Naval Operations, Ser 00/4u500236 of 28 Sep 94, Subject: Establishment of a New Competitive Category for Navy Officer Promotions - Action Memorandum

¹⁷ Ibid, civilianization of billets was never considered.

1. Option One

The GenURL community will continue to exist but as a gender neutral URL community with a discreet 1100 billet base whose mission is to provide fleet support in the areas of shore station management, Space Electronic Warfare (SEW) and Integrated Underwater Surveillance System (IUSS).

a. Pros

- The GenURL represents a quality force in demand by the fleet.
- The Navy needs dedicated shore managers and technical expertise.
- Community members have proven capability/interest/ motivation for shore and technology management.
- The Gen URL community has time to develop requisite experience while warfare communities lack time for both warfare and shore management/subspecialty development.
- Shore management will lose experience/capability without 1100s.
- GenURL officers are a cost-effective resource (no long training pipelines, no special pay).
- In the short term, the community helps the Navy maintain the Congressionally mandated number of female officers.
- Maintaining the community avoids transition problems for community members.
- Contributes to force stability during times of major changes within the Navy.
- The Navy maintains faith with community members.

- If an 1100 billet base is developed, as a URL community, GenURLs can still compete for 1000 coded billets.

b. Cons

- There is no clear evidence of a need or support for the GenURL mission.
- Assuming a shore management requirement exists, there is no clear evidence that GenURL officers meet this need.
- Downsizing dictates community reductions/elimination in the absence of a unique mission.
- The community perpetuates the concept of a wet/dry Navy.¹⁸
- The perception of a "female or broke male" community may continue.
- The community consumes some overhead (e.g. 2 flag billets, command opportunities, detailers, a community manager)

c. Concerns

- A functional community sponsor is needed to advocate the community's mission and to help define a billet base.
- As the Navy downsizes, warfare communities will start looking for shore billets; and it will be difficult for GenURLs to convert "good" 1000 coded jobs to 1100 jobs (assuming a discrete billet base is created)

¹⁸ I.e. those who perform sea duty and those that don't.

2. Option Two

Disestablish the GenURL community, stop accessions and develop a transition plan for current community members.

a. Pros

- Eliminates a community which was originally established to help the Navy meet its female officers' quota and which remains primarily a "women's" community.
- There is no clear evidence of a need or support for the GenURL mission.
- Assuming a shore management requirement, there is no clear evidence that only GenURL officers meet this need.
- The community perpetuates concept of wet/dry Navy.
- The community consumes overhead.

b. Cons

- The Navy needs dedicated shore managers and the technical expertise provided by the GenURL community.
- Community members have proven expertise/interest/motivation for shore and technology management.
- The community has time to develop requisite shore management and subspecialty expertise while warfare communities concentrate on developing their warfare skills.
- Disestablishing the community will break faith with community members.

- Eliminating the community adds to personnel turbulence during a time of turmoil within the Navy.
- The transition to another community will be difficult due to the relative seniority of the community. If senior LTs and above remain as GenURLs to retirement, members will be in a dead community for up to 15 years; promotion and career opportunities will suffer. If senior LTs and above are forced to choose another community, they will be behind their contemporaries; once again, promotion and career opportunities will suffer.

c. Concerns

- Will women continue to join the Navy if combat exclusion is revoked and GenURL is not an option?
- What impact will disestablishing the GenURL have on warfare communities (i.e., in assimilating GenURL accessions and in their ability to fill 1000 coded billets)? The Navy may need to restructure warfare career paths to allow for additional shore duty and/or may need to grow a larger LDO community to fill billets vacated by GenURLs.
- Will the SEW and IUSS technical fields suffer if GenURLs are not available to fill their billets?

3. Option Three

Change the GenURL community from an unrestricted line community to a gender neutral restricted line (RL) community with a discreet billet base. The community would support the fleet through shore station management, SEW, and IUSS.

a. Pros

- As a RL community, it will be easier to eliminate the perception that the GenURL is a "women's" community, and will promote gender neutral access to the community.
- This option facilitates identifying and establishing a mission advocate/sponsor.
- A RL community recognizes the GenURL community's expertise in shore management.
- A RL community potentially better meets Navy needs for shore management and subspecialty proficiency to perform increasingly complex shore management and subspecialty functions.
- A RL community could serve as a transition vice immediately disestablishing the GenURL community: stop accessions and transition all GenURL LTs and above to the Fleet Support RL community. This would provide members a viable career path to retirement and maintain equitable promotion and assignment opportunity.

b. Cons

- A RL community would compromise the informal warfare advocacy enjoyed by the community.
- The Navy RL/URL officer ratio would be too high.
- Existing RL communities could subsume some functions/billets GenURLs now fill (e.g. PAO, Intelligence, LDO), potentially fracturing the community.
- This option adds to personnel turbulence during a time of significant changes in the Navy.

c. Concerns

- A functional community sponsor is needed to advocate the community's mission and assist in defining the billet base.
- As the Navy downsizes, warfare communities will start looking for billets ashore. They will be reluctant to give up "good" shore billets to an 1100 RL community. As a RL community, 1100s won't be able to compete for 1000 coded billets.
- Extensive community reorganization may be necessary.

D. DECISION

Two key considerations drove the review process. First, the GenURL had significant expertise in managing the Navy's complex shore support infrastructure. Second, a high value was put on keeping faith with the present members of the GenURL community.¹⁹

Criteria for selecting the best option included: (1) ensure a trained, experienced, qualified corps of officers to meet Navy manpower requirements while providing flexibility and adaptability for changing personnel needs; and (2) keep faith with members of the GenURL community by providing a viable career path and comparable promotion potential.²⁰ Given that choice of criteria, the outcome was a foregone conclusion.

The Chief of Naval Operations (Admiral Jeremy Boorda) felt that while the legal barrier to combat qualification

¹⁹ Memorandum for the Secretary of the Navy from the Chief of Naval Operation, Ser 00/4u500236 of 28 Sep 94, Subject: Establishment of a New Competitive Category for Navy Officer Promotions - Action Memorandum

²⁰ Ibid

and service no longer existed, the change came too late for most GenURL members to transition to another community and still remain competitive for promotion.²¹ Not only would a required community transition break faith, it would put the substantial investment the Navy had made in these officers at risk. Furthermore, requiring warfare qualified officers to fill the 1000 coded billets currently filled by GenURLs would cause a great deal of turbulence in the warfare communities; officers would not be able to meet career path requirements.

On 28 September 1994, the Chief of Naval Operations sent a letter to the Secretary of the Navy requesting the establishment of a new competitive category, in the restricted line, for officers, to be called the Fleet Support Community (designator 1700).²² The Secretary of the Navy approved the request on 4 October 1994.²³ All GenURLs would automatically convert to the 1700 designator. Like other restricted line communities, community strength would be maintained through the transfer and redesignation process.

FSC officers would fill 1700 coded billets throughout the fleet support establishment. To ensure promotion and command opportunities, as well as meeting continuing needs for maximum manpower flexibility, FSC officers would continue to fill a fair share of the available 1000 coded billets. Reviewing billets typically filled by 1700s and recoding when appropriate would develop a Fleet Support billet base.

²¹ Ibid

²² Ibid

²³ "Fleet Support Community, A Brief for CNO" prepared by BUPERS (Pers 211G)

E. CURRENT COMMUNITY PROFILE

The FSC downsized, along with the rest of the Navy, in the late 1980s and early 1990s. End strength went from 2,951 in 1989 to 1,890 in 1995, a 37% net reduction. Current strength includes 200 special program officers hired for single, special purpose tours (e.g., Naval Reactor Engineers and Nuclear Power School Instructors).

The 1700 billet base currently stands at 980 billets. They are split between the three core competencies as follows: Logistics Support 20%, MPT 40% and SEW 40%. Fleet Support authorized end strength is 1890.²⁴ The target billet base size is 80% of end strength or 1,512.

FSC officers who are not filling 1700 coded billets continue to fill 1000 coded billets.

Tables 1 and 2 compare GenURL manning in 1992 with FSC manning in 1996. Community strength decreased approximately 30% over the time period.

²⁴ This figure includes 200 special program officers who are only brought onboard for one tour to provide a specific function e.g., nuclear power instructors and Naval Academy coaches.

	ENS	LTJG	LT	LCDR	CDR	CAPT	FLAG	TOTAL
TOTAL	247	325	854	693	269	35	2	2425
WOMEN	229	298	771	670	260	32	2	2262
MEN	18	27	83	23	9	3	0	163

Table 1: GenURL Community by Gender and Grade, May 1992

	ENS	LTJG	LT	LCDR	CDR	CAPT	FLAG	TOTAL
TOTAL	12	92	669	490	374	83	5	1725
WOMEN	10	84	641	462	353	78	5	1633
MEN	2	8	28	28	21	5	0	92

Table 2: Fleet Support Community by Gender and Grade, June 1997

In the future, the size of the FSC is likely to be affected by two issues.²⁵ One is the plan to transfer the IUSS function to the Intelligence community. This could cause the community to lose approximately 50 officers.²⁶

²⁵ Information concerning these two issues was provided by BUPERS (Pers 211G).

²⁶ It is difficult to accurately forecast exactly how many officers will transfer to the Intel community. There are two 1700 billets that will transfer to the Intel community plus an as yet to be determined number of 1000 coded IUSS billets. It has not been decided yet how many of the IUSS qualified FSC officers will be needed to fill the transferred

Second, BUPERS is developing a concept that would merge the 1610 (Cryptology) community and the 1700 community SEW officers into a new Command, Communications, Control, Computers and Intelligence (C4I) restricted line community. One hundred and ninety seven officers filling SEW coded 1700 billets would be converted to the new community. Additionally, another 200 FSC officers who are filling 1000 coded SEW billets might also transfer to the new community. In total, approximately 400 FSC officers could be affected by the new community. At this point in the C4I community's development, it is impossible to say with certainty how many FSC officers will change communities.

billets. The 50 officer figure is a rough estimate made by the FSC Community Manager.

III. LITERATURE REVIEW

A. BACKGROUND

The General Accounting Office (GAO) first addressed the military/civilian force mix issue in DOD Force Mix Issues: Greater Reliance on Civilians in Support Roles Could Provide Significant Benefits (GAO/NSIAD-95-5). It recommended that the Secretary of Defense study opportunities to civilianize support billets because civilian personnel cost less than their military counterparts. The report focused primarily on enlisted positions but findings are also applicable to officer positions. That report prompted Congress to mandate that DOD draft the Department of Defense Report on the Civilian and Military Mix in Support Occupations. DOD's report concludes that civilian personnel already fill a large percentage of military support positions and any changes in the civilian/military mix should wait until the drawdown is over.

GAO has since published two more reports concerning the civilianization of military support billets. The first, DOD Force Mix Issues (GAO/NSIAD-97-15), analyzed the force structure of the Army, Navy and Air Force. GAO determined that all the service branches could save money by manning military support positions with civilians vice active duty military members. The second, Defense Budget - Observations on Infrastructure Activities (GAO/NSIAD-97-127BR), is a briefing report to the Chairman, Committee on National Security, House of Representatives. This report reviews and expands the topics presented in DOD Force Mix Issues. This chapter will review and critique the germane points and findings in the DOD and GAO reports.

B. REVIEW OF DOD FORCE MIX ISSUES: GREATER RELIANCE ON CIVILIANS IN SUPPORT ROLES COULD PROVIDE SIGNIFICANT BENEFITS (GAO/NSIAD-95-5)

GAO states that the report's purpose is to assist DOD in meeting high operational requirements with a smaller force due to downsizing. Using civilians in support positions is cited as a cost-effective way of ensuring that the best use is made of military personnel.

At the request of the Chairman, Subcommittee on Readiness, House Armed Services Committee, GAO examined DOD's guidance and decision-making processes for determining whether to use civilians or uniformed personnel. Specifically, GAO examined DOD and the military services' efforts to replace military personnel in support positions with civilian employees and the adequacy of planning for the future use of civilian employees and contractor personnel to support military personnel in combat areas.

GAO reports that the structure of the armed forces is based on the DOD total force policy; this policy recognizes that all elements of the structure, including active military personnel, reservists, civilian employees, defense contractors, and host nation military and civilian personnel, contribute to national defense. Civilian employees have been associated with the military establishment since the American Revolution, and today remain a significant part of DOD. Over time, civilians have filled support positions that were previously filled by uniformed personnel. GAO determined that in fiscal year 1994, civilian employees constituted approximately 30 percent of DOD's active personnel, performing such functions as airplane, ship and tank repairs; communications and logistical support; and operations and

maintenance of military installations. The report asserts that many civilian employees have agreed to continue to perform these functions in foreign areas and to deploy to armed conflicts, as needed, to support military forces.

Although DOD and the services have general policies to use civilians whenever possible, GAO says, the services currently use thousands of military personnel in support positions that could be filled, at less cost, with civilians. Converting those positions would reduce costs and release military personnel for use in more combat-specific duties.

DOD and the services have made various efforts to use more civilians in the past, but the report concludes that results have not been well documented. The extent of change seems limited since the ratio of military to civilian personnel has not changed significantly over the years.

GAO cited several impediments to conversion. Managers are reluctant to convert positions because, with current downsizing, both positions might be lost. Budget allocations and civilian personnel requirements decisions often have been made in isolation of one another. Sometimes these decisions have prevented officials from receiving sufficient funds to support civilian replacements.

GAO visited one location where 2,200 military positions were identified in 1991 for replacement by civilians. A command official said the command lost about 2,000 of these military personnel, but gained only 800 civilians. According to the official, the command's budget was reduced, partly due to downsizing, before civilians could be hired.

C. CRITIQUE OF DOD FORCE MIX ISSUES: GREATER RELIANCE ON CIVILIANS IN SUPPORT ROLES COULD PROVIDE SIGNIFICANT BENEFITS (GAO/NSIAD-95-5)

This report looked at enlisted military career fields for conversion opportunities. Using GAO's rational for converting positions, there are also officer/white collar positions that are conversion candidates. Unlike later GAO reports, this report only studied the issue of civilianization on a broad level. It failed to determine which billets could be civilianized and develop estimates of how much money could actually be saved by conversions. The report does not include other impediments to conversion such as the need to maintain shore billets to ensure an equitable overseas/U.S. rotation and sea/shore rotation. The latter of which is of primary importance to the Navy.

D. REVIEW OF DEPARTMENT OF DEFENSE REPORT ON THE CIVILIAN AND MILITARY MIX IN SUPPORT OCCUPATIONS

DOD reported that despite massive force reductions and personnel turbulence, it continued to minimize the military work force by using other forms of labor whenever possible. The DOD policy has always been to use military personnel only when necessary, based on wartime, contingency and rotational requirements.

As recommended by GAO, DOD determined the percent of civilian support in infrastructure activities. It was found that 48 percent of Navy support positions were filled by civilians; 50 percent in the Army and 41 percent in the Air Force. DOD went a step further than the previously reviewed GAO report and included officer/white collar positions in its analysis.

DOD defined the term "military essential billet." A position was classified as military essential if the law required the position be filled by a service member, if the position required both training and experience that is military specific in nature; if the physical security requirements dictated that the position be filled by a member of the Armed Services, or the position was required to exercise military discipline over military subordinates.

The Department of Defense policy on military essentiality is to use the form of personnel consistent with military requirements and other needs of the Department. Using the guidance provided by DOD Directive 1100.4, the Military Departments and Defense Agencies decide which type of labor (military, civilian, or contract personnel) will perform which mission.

The report states that numerous interrelated factors are considered in the process of deciding whether a job will be done by military or civilian personnel. Wartime scenarios, time phased mobilization requirements, peacetime rotation, and other factors must be simultaneously considered. For example, if peacetime overseas and wartime deployment requirements call for 4,500 supply handlers, then a certain number of supply handler positions must be military, even though the occupation has a direct civilian counterpart. This approach keeps military personnel trained in this critical wartime occupation and allows them to do productive peacetime work.

DOD notes that service missions affect the work force mix. For the Navy, rotational billet management is a primary consideration in Navy shore establishment staffing. The report states that the Navy believes that sea/shore rotation management is a major impediment to additional civilian to military conversions.

E. CRITIQUE OF DEPARTMENT OF DEFENSE REPORT ON THE CIVILIAN AND MILITARY MIX IN SUPPORT OCCUPATIONS

This report lists some compelling reasons why more than comparative cost must be considered before any decision can be made on civilianizing billets. It points out that officer/white collar as well as enlisted/blue collar positions should be included in any estimate of the percentage of military support positions filled by civilians. The previous GAO report concluded that about one third of support positions are staffed by civilians. DOD asserts that if white collar positions are included, almost one half of service support positions are filled by civilians. Officer/white collar positions also offer opportunities for achieving additional savings through conversion. The report notes the Navy's major impediment to civilianizing positions is the need to maintain shore billets for sea/shore rotation purposes. This impediment does not apply to the positions studied by this thesis.

F. REVIEW OF DOD FORCE MIX ISSUES (GAO/NSIAD-97-15)

This report analyzes commissioned officer positions, using fiscal year 1996 end strength data, and identifies certain support and administrative officer positions as candidates for civilian conversion. Specific objectives of the report were to identify the:

1. Criteria the services use to determine which officer positions are "military essential," i.e., positions that DOD believes must be filled by a military person;
2. Positions currently filled with officers that might be filled with civilians without harming operational capabilities; and

3. Savings from converting positions from military to civilian status.

To achieve the second objective, GAO developed criteria based on DOD directives and guidance and applied them to selected officer positions in support activities.

In 1954, DOD issued Directive 1100.4 which requires defense activities to program the minimum number of personnel needed to meet national security objectives and to use civilians whenever possible. The directive allows the use of military personnel for any one or more of the following reasons:

1. Required training is only available in the military.

2. The position is needed to maintain combat readiness.

3. The position requires a general military background for successful execution.

4. The law requires that military personnel staff the position.

5. The position must be military to maintain good order and discipline or exercise authority under the Uniform Code of Military Justice.

6. The position is needed to ensure adequate opportunities to rotate personnel from overseas locations or sea duty to tours of duty in CONUS.

7. The position must be military for security reasons in which the incumbent may be involved in combat, expected to use deadly force, or expected to exhibit an unquestioned response to orders.

8. The position requires unusual duty hours, which are not normally compatible with civilian employment.

To identify candidates for conversion, GAO developed criteria based on the DOD Directive. Their criteria consisted of four questions that reflect the substance of

the DOD criteria. A billet was considered a conversion candidate when the answer was "no" to all four. The questions were as follows:

1. Is the primary skill or knowledge required in the position uniquely available in the military (this question encompasses DOD criteria of training, combat readiness and military background)?
2. Does the position have a mission to deploy to a theater of operations in wartime or during a contingency?
3. Does any law require that the position be staffed by a military person (this question addresses DOD criteria of law and discipline)?
4. Is the position needed to support the normal rotation of service members deployed overseas or afloat to assignments in CONUS?

GAO did not address the "unusual duty hours" criteria listed in DOD Directive 1100.4 because DOD civilians sometimes work unusual duty hours. GAO accepted deployability as a reason to maintain a billet as military essential but noted that over 14,000 civilian federal employees and contractors were deployed to the theater of operations during the Persian Gulf War. Thus, deployability alone may not be sufficient reason for a billet to remain military.

GAO determined the average cost of military and federal civilian salaries and benefits in pay grades O-1 to O-6 and general schedule grades GS-7 to GS-15 to estimate cost savings obtainable by converting positions from military to their roughly equivalent civilian pay grade. As shown in table 3, cost savings vary depending on the grade of the converted position.

Rank	Military Compensation	Grade	Civilian Compensation	Civilian Cost
				Advantage
O-6	\$119,378	GS-15	\$108,334	\$11,044
O-5	100,503	GS-14	93,097	7,405
O-4	83,125	GS-12	67,394	15,731
O-3	67,469	GS-11	56,686	10,783
O-2	54,198	GS-9	47,333	6,865
O-1	40,458	GS-7	39,197	1,261

Table 3: Average Cost Comparison of annual Military Compensation by Pay Grade in CONUS

Military compensation includes average basic pay; basic allowance for quarters; basic allowance for subsistence; the tax advantage accruing by virtue of the nontaxability of the allowances; an employer's contribution for the Federal Insurance Contribution Act (FICA) and Medicare; an estimate of the cost of providing health care to service members and their families; and the value of benefit accruals under the military retirement system. All benefits are in 1996 numbers, except health, which is in 1995 numbers (the most recent available).

Civilian compensation includes salary paid at step 5 of the general schedule; an average CONUS-based locality adjustment of 5.57 percent; government contributions to the Federal Employees Retirement System, including matching contribution to the thrift savings plan; participation in the Federal Employees Health Benefit Program; employer contributions for FICA and Medicare; and miscellaneous fringe benefits such as workers' compensation and awards or bonuses.

GAO's analysis was based on data supplied by the Office of the Secretary of Defense (Force Management Policy, Directorate of Compensation); the Office of Management and Budget (OMB); OMB Circular A-76, Performance of Commercial Activities; and GAO's 1994 report on civilian to military conversions. Grade equivalencies are based on comparisons established for Geneva Convention purposes (DOD Instruction 1000.1, Jan. 30, 1974).

Using the criteria they developed, GAO found that DOD could save about \$95 million annually by converting approximately 9,500 officer positions. GAO reviewed 6,258 Navy officer positions in the following career fields: aerospace engineering and aviation maintenance, civil engineering, engineering, oceanography, public affairs and supply. No FSC positions or career fields were considered. GAO determined that 1,639 of the reviewed officer positions were candidates for conversion representing a \$16 million dollars in savings.

The study reviewed some impediments that limit the military's ability to convert positions. First, given the latitude of the services' guidance and instructions, local commanders are able to and may prefer to use service members due to a greater perceived degree of control over staff. Second, local commanders may have little guarantee that funding will be provided for converted positions. Civilian pay is budgeted in a variety of operations and maintenance accounts that also fund many other needs, including fuel purchase, spare parts and training. Civilian pay could be reprogrammed for other needs. Military pay is provided through the service personnel accounts that do not fund any other activity. Thus, a local commander may not convert positions due to worries about the consistency of future funding. Finally, GAO notes that DOD believes the ongoing personnel drawdown

would make the task of converting positions more difficult until the drawdown ends.

The GAO report recommends that the Secretary of Defense overcome the impediments to conversion, develop a plan to convert officer positions in support activities that are not military essential, and require that the services implement the plan and report back to the Secretary on progress in implementing the conversion plan. To ensure that decisions identifying positions as military essential remain valid, GAO recommends that the Secretary of Defense develop a process to ensure that the need for military staffing in support positions is reassessed when major changes or reorganizations occur.

A response from the Under Secretary of Defense for Personnel and Readiness is included in the GAO report. DOD notes that the Department of Defense has routinely appealed provisions forcing military-to-civilian conversions. Impediments such as lack of consistent funding for the hiring of civilian replacements, the ongoing civilian personnel drawdown, and military strength floors remain their principle concerns. If, as the report recommends, DOD slows the rate of the civilian drawdown to provide civilian staff to fill the conversion candidates identified, DOD would incur the cost of additional civilian employees absent any legislation to transfer funds. The Secretary notes that the solutions proposed by GAO unfortunately do not adequately resolve these difficulties and are contrary to Congress' general thrust to reduce the size of government. As long as military strength floors remain in force, conversion initiatives will be difficult to accomplish.

G. CRITIQUE OF DOD FORCE MIX ISSUES (GAO/NSIAD-97-15)

This report does a meticulous job of quantifying the pay and benefits of military officer ranks and their civilian equivalents. However, the report fails to quantify some advantages of staffing a position with military vice civilian personnel. One of the criteria GAO uses to determine if a position is military essential is the need for military experience to serve effectively. While military experience may not be essential to positions GAO recommends for conversion, military experience may still be of value in accomplishing a function efficiently and effectively.

Another benefit that GAO fails to account for is the added flexibility obtained when staffing a position with military personnel. Local commanders can move military personnel into different positions to adjust to changing requirements; it is far more difficult to move civilian counterparts. Senior service leadership (and all American citizens) benefit from the added flexibility of military personnel. Military personnel maintain worldwide deployability and assignability. An officer serving in a CONUS staff position may be rapidly reassigned overseas in support of a contingency operation.

The GAO report treats military and civilian personnel, serving in similar positions, as if they are identical except for the cost of pay and benefits. Clearly there are non-monetary advantages, albeit extremely difficult to quantify, of using military over civilian personnel.

The Under Secretary of Defense makes some valid points in his response to the GAO report. Military strength floors would have to be modified and funds reprogrammed before any large-scale conversions could take place.

**H. REVIEW OF DEFENSE BUDGET: OBSERVATIONS ON
INFRASTRUCTURE ACTIVITIES (GAO/NSIAD-97-127BR)**

GAO states that an objective of DOD's 1993 Report on the Bottom-up Review was to identify potential infrastructure savings and to launch a long-term process to reduce and streamline DOD's infrastructure without harming readiness. The report stated that infrastructure activities accounted for \$160 billion in fiscal year 1994, or about 60 percent of DOD's total obligational authority.

Between fiscal year 1997 and 2001, GAO reports, DOD planned to increase its procurement budget from \$38.1 billion to \$60.1 billion, primarily to buy modern weapons systems and upgrades to existing systems. DOD planned to fund that increase with a combination of increases to defense budgets, savings from acquisition reform, and a reallocation of funds from infrastructure to procurement activities.

GAO notes the proportion of planned infrastructure funding in DOD's 1997-2001 budgets was projected to remain at about 60 percent, the same proportion it was at the time of the Bottom-Up Review. Costs of infrastructure activities were expected to increase by \$9 billion, from \$146 billion in fiscal year 1997 to \$155 billion in fiscal year 2001. About 50% of the infrastructure spending is in two categories: central logistics and installation support.

The report states that about 80 percent of infrastructure activities that can be clearly identified in DOD's Fiscal Year Defense Plan are funded by a combination of appropriations for military personnel (30 percent) and operations and maintenance (50 percent). If DOD is to reduce its infrastructure spending, it must reduce these two appropriations.

Although active military strength declined by about 30 percent between fiscal year 1990 and 1997, the funding for salaries and benefits for active duty military personnel only declined by 13 percent in constant dollars. The budgets did not decrease commensurate with the force because the force that remains has progressively become more expensive. Increases in basic pay and allowances have contributed to the higher costs. Also, by 1999, each service is expected to have a higher percentage of officers in its force than it had in 1990.

Congress has been concerned that the drawdown of military personnel may have gone too far and imposed permanent end strength levels in the national Defense Authorization Act for fiscal year 1996. But, GAO work has shown that smaller end strengths are possible without reducing the number of military personnel assigned to mission forces. In this report, GAO states that about 660,000, or 45 percent, of active military personnel for fiscal year 1997, were to be assigned to infrastructure activities. GAO research shows that DOD could achieve savings in the military personnel accounts by replacing active duty military personnel, who perform infrastructure activities, with less costly civilian personnel.

I. CRITIQUE OF DEFENSE BUDGET: OBSERVATIONS ON INFRASTRUCTURE ACTIVITIES (GAO/NSIAD-97-127BR)

Findings in this report were based on the GAO report DOD Force Mix Issues that was reviewed earlier in this chapter. The same critique is valid. GAO fails to consider the added benefits of military experience and flexibility gained by the use of military personnel in support billets.

IV. PRESENTATION AND ANALYSIS OF DATA

A. ANALYSIS OF THE FLEET SUPPORT COMMUNITY BILLET BASE

The Appendix is the Fleet Support Community billet base (current as of FY 97).²⁷ Each billet was reviewed to determine if it was a candidate for civilian conversion. Billet title, Activity, Geographic Location, Primary Subspecialty (PSUB), Primary Navy Officer Billet Classification (PNOBC) and Secondary Navy Officer Billet Classification (SNOBC) were studied to identify each billet's functions. The PSUB code indicates postgraduate education or equivalent training and experience required of a billet's incumbent. For example PSUB code 31P indicates a Masters Degree in Financial Management is required to fill the billet. The PNOBC and SNOBC codes functionally describe the billet's general occupational duties.²⁸

After learning everything possible about a billet's functions and requirements from the information provided in the Appendix, GAO's four questions, from DOD Force Mix Issues, were applied to each billet to determine conversion candidates. GAO's four questions are:

1. Is the primary skill or knowledge required in the position uniquely available in the military (this question encompasses DOD criteria of training, combat readiness and military background)?
2. Does the position have a mission to deploy to a theater of operations in wartime or during a contingency?
3. Does any law require that the position be staffed by a military person (in the case of the 1700 billet base,

²⁷ Received from Pers-211G, FSC Manager.

²⁸ Descriptions of PSUB, PNOBC and SNOBC codes are found in the Manual of Navy Officer Manpower and Personnel Classifications, Volume I, Major Code Structures, NAVPERS 15839H, Bureau of Naval Personnel.

this question addresses the need to administer the Uniform Code of Military Justice and conduct Non-Judicial Punishment proceedings)?

4. Is the position needed to support the normal rotation of service members deployed overseas or afloat to assignments in CONUS.

A billet was considered to be a conversion candidate if the answer was no to all four questions. Question number 4 was essentially moot as the FSC has less than ten billets that actually deploy on a regular basis. In the first column of the Appendix, the initials "CC" mark those billets identified as conversion candidates.

Question one, concerning whether the primary skill or knowledge is only available in the military, eliminated 164 billets as CCs. The vast majority of billets identified as military essential by question one were recruiter and instructor billets. Although there are civilian equivalents to both occupations, a strong argument can be made that, to perform either job effectively, the incumbent must be on active duty. Active service gives a recruiter credibility and a knowledge base to answer prospective recruits' questions. Active service also gives military instructors credibility and the needed background to teach effectively. Instructors, particularly those at accession points, also generally perform military leadership roles.

Question two only precluded 17 billets from being considered as CCs. This is not surprising because the FSC has few billets that deploy on board ships or with deployable staffs.

Question three retained 171 billets as military essential. Virtually all of the FSC's senior leadership billets were considered military essential. If the title or NOBC identified the billet as either a "Commander," "Chief of Staff," "Commanding Officer," "Executive Officer"

or "Officer in Charge," personnel in those leadership billets would be excepted to play a prominent role in administering the UCMJ and carrying out disciplinary proceedings.

B. EXAMPLE OF ANALYSIS

This section contains several examples of how a billet was determined to be either a CC or military essential.

The first billet from the Appendix is titled: PERS P&P CHIEF/N09D 'DEP DIR NAVY. The billet is located at OPNAV in Arlington, Virginia. A PSUB is not required. It is a Captain's (06) billet. There is no SNOBC. The billet's Primary NOBC is 3980. It reads:

PERSONNEL, PLANS AND POLICY CHIEF (PERS P&P CHIEF) - Exercises overall and coordinating direction in the formulation of policies, plans and procedures governing administration of the offices of the Navy Department and assigned activities or other offices within the Department of Defense or international activities concerned with personnel functions such as procurement, education, training, discipline, promotion, distribution and separation of military and civilian personnel. Or immediately assists, as deputy chief, or special assistant, in such direction.²⁹

After considering the billet's title, activity, grade, location and NOBC, the four questions were applied to the billet; the answer was no to all four. Some might expect a positive answer to the first question; concerning a military unique primary skill or knowledge requirement. The point is arguable. Some of the incumbent's activities may involve discipline and promotion, which sound uniquely

²⁹ Manual of Navy Officer Manpower and Personnel Classification, Volume I, Major Code Structures, NAVPERS 15839H

military. However, at other points in the military hierarchy civilians deal with those issues. The only way to determine for certain if the billet is a CC is to contact the command to ascertain actual billet functions.

It was found, after reviewing the billet base, that those billets that were conversion candidates had functions that civilians already carry out for the Navy. For instance, the seventh conversion candidate in the billet base has the title BUDGET/NO91 ASST FOR PROGRAM AND BUDGET. The activity location is OPNAV, Arlington, Virginia. The individual filling the billet must have a 31Q PSUB. The number 31 indicates the financial management field and the letter Q indicates both a masters degree and a previous tour in the field is required. It is a Captain's billet and has a Primary NOBC of 1025 that reads:

BUDGET OFFICER - Plans and administers budget of a naval activity. Secures budget requirements from operating units, analyzes estimates in accordance with prescribed policies, prepares activity budget estimates and justifications and evaluates programs in terms of requests for appropriations. Establishes apportionments by projects or organization units. Conducts studies incident to obligation of appropriated funds. Interprets and prepares budgetary and fiscal legislation proposals. Controls obligations and expenditure of funds.

The title indicates it's a likely CC because the Navy employs many civilian budget analysts. The billet's activity location is OPNAV so possible deployment is not an issue. The NOBC indicates that military operational experience could make the billet holder more effective. However, the FSC has just recently started getting officers with operational experience through the transfer and redesignation process; previous military incumbents (if

they were FSC or GenURL officers) likely did not have operational experience. Bottom line, the primary skill or knowledge required in the position is not uniquely available in the military; the position doesn't deploy and the law does not require it to be filled by military personnel. Thus, it is a CC.

The first billet in the Appendix that was not a conversion candidate is titled "COMM WO/OIC SHR ACT/N312L." It also is located at OPNAV in Arlington, Virginia. No PSUB is required. A lieutenant (03) would normally fill the billet. It has both a primary NOBC (9525) and secondary NOBC (9420): The Primary NOBC reads:

COMMUNICATION WATCH OFFICER - Serves as a representative of the communications officer during watch periods, assuming general charge of all communication activities of the command. Expedites outgoing and incoming traffic. Ensures delivery of messages to appropriate personnel. Supervises cryptographic processing of messages. Serves as a primary source of information on message inquiries. Enforces communication security. Investigates and corrects communication delays, failures and violations. Advises message originators on proper preparation of messages. Serves as a member of the cryptoboard.

The Secondary NOBC is:

OFFICER IN CHARGE, NAVAL SHORE ACTIVITY Directs operation of activity or major component thereof in accordance with law, regulations, and customs of the service. Initiates and implements actions to carry out assigned missions. Ensures compliance with policies, directives, regulations and instructions from higher authority. Maintains required departmental organizations to provide effective performance of activity functions, administration and training. Conducts periodic inspections to ensure

operational efficiency. Promotes general welfare and morale of activity personnel.

Nothing in the Primary NOBC identifies the billet as military essential. There are civilians that perform those functions for the Navy. The secondary NOBC and the billet title eliminated this billet as a CC because of the designation as "Officer in Charge." The answer would be yes to question three when applied to this billet. OICs generally have responsibility for carrying out disciplinary proceedings under the UCMJ.

C. BILLET BASE ANALYSIS

After reviewing the title, activity, PNOBC and SNOBC of the 980 billets listed in the Appendix, using GAO criteria, 628 were identified as possible conversion candidates. Table 4 summarizes the billet base analysis.

	Military Compensation	Civilian Compensation	Civilian Grade	Civ Cost Advantage	Total Billets	Total
						Savings
CAPT	\$119,378	GS-15		\$11,044	40	\$441,760
CDR	100,502	GS-14		7,405	123	910,815
LCDR	83,125	GS-12		15,731	204	3,209,124
LT	67,459	GS-11		10,783	261	2,814,363
						Total
						Savings \$7,376,062

Table 4: Summary of Results

The figures for "Military Compensation," "Civilian Equivalent Grade," "Civilian Compensation" and "Civilian Cost Advantage" come from DOD Force Mix Issues. "Total Savings" is the sum of "Civilian Cost Advantage" multiplied by "Total Billets."

In analyzing the billet base, this thesis tended to err on the side of maintaining a billet as military essential. Additional billets may be CCs. Many billets were kept military essential because of the need to exercise UCMJ authority and impose Non Judicial Punishment. In many cases it might be a simple matter to reroute UCMJ authority through a second chain of command. This is a common arrangement for military personnel who work for civilians. Other billets (e.g., those assigned to operational staffs) were kept military due to the current or potential need to deploy. Some of these billets may also be conversion candidates. Many operational staffs already include civilians. Also, as GAO noted in DOD Force Mix Issues, many thousands of civilians were deployed during the Gulf War. Instructor billets were kept military essential because of the need for operational experience to be an effective teacher and the additional leadership role with which the incumbent may be tasked. Further investigation may reveal that not all instructor billets have those requirements.

D. BENEFITS AND COSTS OF CONVERSION

The main benefit of conversion would be annual cost savings of \$7,376,062 if all 628 billets were converted. An additional benefit would be less turbulence in billets because civilians do not rotate every three years like their military counterparts.

Savings from conversion would likely not occur for several years. In the short term there would be additional costs until military incumbents, whose billets were civilianized, either separated or retired from military service.

Costs of conversion include loss of flexibility to meet rapidly changing requirements enjoyed with military staffing. Because the 1700 community is currently 80 percent female, women fill the majority of billets identified as CCs.³⁰ Loss of the billets may negatively impact the Navy's ability to recruit and keep women in the service. The affect conversion would have on the size of FSC would, undoubtedly, hurt the FSC's morale and damage many careers.

Because only 352 out of 980 FSC billets would remain, converting billets would likely cause the Navy to reassess the FSC's shore station management mission and its viability as a distinct community. The key argument supporting maintaining the FSC is that the community represents an irreplaceable wealth of knowledge acquired through years of experience in shore station management.³¹ There is a counter argument. Billet conversion and phase out of the FSC, if it occurred, would take place over a long period of time. As shore station management knowledge decreased in the FSC, it would increase at a similar rate in civilian staff.

Eliminating an officer community is not unprecedented in the Navy. Generally technological change is the cause. The A-6 Intruder community was eliminated as the plane was taken out of service.³² Most junior officers were offered

³⁰ From Pers 211G

³¹ Superintendent, Naval Postgraduate School, Personal Interview, May 12, 1997.

³² The substance of this paragraph is based on an interview with Pers-211V, Aviation Community Manager, November 17, 1997.

opportunities to retrain on another platform. Most senior officers continued to compete for promotion and serve in non-flying billets until retirement. Undoubtedly, some officers did not have the long and successful career they would have enjoyed if the community had not been phased out.

Another option for the FSC, if billet conversion occurred, would be to continue the community at a lower staffing level. However, it may be difficult to maintain a viable community with only 352 1700 coded billets (some of the 350 remaining billets may transfer to the Intelligence community along with the SEW and IUSS functions, further impacting the community's viability).

FSC officers fill both 1700 and 1000 coded billets. There are approximately 650 FSC officers that fill 1000 coded billets (further analysis may indicate that many of the 1000 coded billets filled by FSC officers are also CCs). The 650 1000 coded billets combined with the 352 military essential FSC billets, would comprise a community of about 1000 officers. One thousand officers is still a large population for a restricted line community. In comparison, the PAO (Public Affairs Officer) Community and the Oceanography Community have less than 450 members each.

V. CONCLUSIONS AND RECOMMENDATIONS

A. SUMMARY

DOD wants to cut infrastructure spending to increase the funds available to recapitalize the force. It is possible to achieve savings by converting military support billets because equivalent civilian personnel earn less in pay and benefits. One of the FSC's primary missions is to manage the Navy's shore establishment. It has many billets that are conversion candidates. Less than two percent of the FSC billet base are sea duty billets. That fact essentially removes the issue of sea/shore rotation from consideration and makes the FSC a logical target for civilization of some billets.

GAO and this thesis compare military and civilian equivalents on the basis of cost only. As enumerated earlier, there are non-monetary advantages to military personnel; non-monetary benefits must be considered before deciding to convert billets. In the long term, converting billets would save money. In the short term, conversion would actually increase costs until the former military incumbent either retires or separates from the service.

B. RESEARCH QUESTIONS

1. Can some FSC billets be converted to Civil Service, and, if so, what savings, if any, will result?

Applying GAO criteria to the FSC billet base identified 628 conversion candidates. Converting all 628 billets would generate a long term annual saving of \$7,376,062. However, some non-monetary benefits of military personnel would be lost.

2. What is the history of the Fleet Support Community (FSC) and how did it evolve to its present state?

The FSC evolved from the General Unrestricted Line (GenURL) Community. GenURLs managed the fleet support establishment. The community had no defined billet base. Instead GenURLs filled 1000 coded billets. These billets were defined as billets that could be filled by any unrestricted line officer. When created, the GenURL was predominantly female. It provided the primary opportunity for women officers to serve in the unrestricted line; since other avenues were closed by legal restrictions. Professional development and promotion were based on proven leadership, shore management expertise, and subspecialty development. Rescission of Section 10 of the U.S. Code spurred a reexamination of the GenURL's role. Three options for the GenURL were considered:

a. The GenURL community will continue to exist but as a gender neutral URL community with a discreet 1100 coded billet base with a mission to provide fleet support in shore station management, Space Electronic Warfare (SEW) and Integrated Underwater Surveillance System (IUSS).

b. Disestablish the GenURL community, stop accessions and develop a transition plan for current community members.

c. Change the GenURL community from an unrestricted line community to a gender neutral restricted line (RL) community with a discreet billet base. The community would support the fleet by developing expertise and serving in shore station management, SEW, and IUSS.

In October 1994, the Secretary of the Navy approved the establishment of a new restricted line community.

3. What is the mission of the FSC and how does it accomplish its mission?

The FSC's mission is to support fleet and joint operations by managing the fleet support establishment and developing highly specialized technical and analytical

capabilities. FSC officers are the primary source of officers trained, educated and experienced in the intricacies of shore station and support management.³³

The FSC carries out its mission through three core competencies: Logistics Support; Manpower Personnel and Training (MPT); and Space and Electronic Warfare (SEW). Of the total FSC billets, forty percent are in the SEW core competency, forty percent are MPT billets and twenty percent are Logistics Support billets. Typical Logistics Support billets are: Port Operations Officer, Admin Officer, Comptroller, Family Service Center Director³⁴ and Security Officer.³⁵ Representative MPT billets are: Staff Manpower Analyst, Education and Training Plans Officer, and Officer in Charge, Personnel Support Detachment. Common SEW billets are: ADP Security Officer, Communications Officer and Space Systems C3 Analyst.

4. What criteria should be used to determine if billets should be converted?

GAO's four questions, from DOD Force Mix Issues, adequately reflect the criteria in DOD Directive 1100.4. The DOD directive requires the services to staff positions with civilians unless the services deem a position military essential for one or more reasons, including combat readiness, legal requirements, training, security, rotation and discipline. (However, the DOD directive and service

³³ The fact that it is possible to substitute "DON civilian managers" for "FSC" and "FSC officers" in this paragraph and still have the paragraph be essentially true supports the contention of this thesis that many FSC billets could be civilianized.

³⁴ The author knows from personal experience as a Family Service Center Director that the majority of these billets have already been civilianized.

³⁵ "Fleet Support Community" a briefing prepared by Pers-211G for the Women Officers Professional Association July 19, 1995.

implementing guidance provide local commanders with wide latitude in justifying the use of military personnel.³⁶⁾

A decision on converting billets must take into account the loss of flexibility associated with military staffing and the potential disparate impact from converting FSC billets on women in the Navy. Also, as DOD notes in Department of Defense Report on the Civilian and Military Mix in Support Occupations, additional military personnel needs anticipated in wartime scenarios must be taken into account before large-scale civilianization of billets can be undertaken.

5. What formulas should be used to determine savings from conversion?

The GAO meticulously accounts for the total pay and benefits of military personnel and their civilian equivalents. Credible long-term savings figures can be derived using GAO figures.

6. What impact will conversion have on the FSC and what is the best way to deal with that impact?

As stated in the previous chapter, any decision to convert 1700 billets would likely spur the Navy to reexamine the FSC's role and viability as a restricted line community. One option would be dissolving the community and transferring junior officers to other communities and keeping senior members in 1000 coded billets until retirement. This would not be a significant change for senior community members. Most senior FSC officers have always served in 1000 coded billets because the 1700 billet base is a relatively new development. In its present size, it only provides enough billets for approximately 60 percent of FSC members.

³⁶ GAO/NSIAD-97-15 DOD FORCE MIX ISSUES

Dissolving the FSC would have a significant affect on women in the Navy. Currently there are 7,831 female officers in the Navy.³⁷ Among officer communities, the FSC has the second largest number of women in the Navy with 1,555 female members (Only the Nurse Corps has more with 2,231).³⁸

Ending the FSC would have less of an impact on women in the Navy than if the community had been dissolved before the combat exclusion law's recission. The community was larger in 1994 and included a larger percentage of female officers. In 1994, 26.3 percent (2,063 of 7,847) of female Naval officers were in the GenURL. Currently 19.8 percent (1,555 of 7,831) of female officers are in the FSC.³⁹ While the GenURL/FSC and the rest of the navy has drawn down, the number of female officers has remained virtually unchanged. In the future, ever greater numbers of deployable units will open to women while the FSC will become increasingly smaller (as the IUSS ands SEW billets go the Intel Community). Ending or substantially changing the FSC will have less of an impact on the female officer population.

New accessions will also change the complexion of the community and reduce the affect any changes will have on the female naval officer population. The FSC is a gender-neutral community. Like other restricted line communities, the primary source of new officers is the Transfer and Redesignation Board process. Two boards have been conducted since FSC establishment; 85 male and 5 female officers were selected.⁴⁰ In the future, the FSC will need

³⁷ Bureau of Naval Personnel Homepage, February 8, 1998

³⁸ Ibid

³⁹ Population Representation in the Military Services, Office of the Assistant Secretary of Defense (Force Management and Policy), November 1996

⁴⁰ "Fleet Support Community, A Brief for the CNO", prepared by PERS-211G, March 21, 1996

170 accessions a year to maintain target strength.⁴¹ Selection boards put a high value on warfare qualification.⁴² Over time, the FSC should more closely reflect the Navywide male/female officer ratio.

The following tables will be discussed in this section.

Grade	Percent
06	7.39
05	17.2
04	31.52
03	43.88

Table 5: Target Distribution of FSC Billets (including 1000 coded billets)⁴³

Grade	Percent
06	6.37
05	17.2
04	30
03	49

Table 6: Distribution of Conversion Candidates

Grade	Percent
06	6.37
05	17.2
04	30
03	49

Table 7: Distribution of Military Essential 1700 Coded Billets

⁴¹ Ibid

⁴² Ibid

⁴³ From a briefing prepared by Pers-211G for the Senior Fleet Support Officers' Conference, June 26, 1997

Grade	Percent
06	8.02
05	15.75
04	30.92
03	45.3

Table 8: Distribution of Military Essential 1700 coded billets and 1000 coded billets.

Rather than dissolve the community, another option would be to continue the FSC relatively unchanged except for size. Table 5 is the current target billet structure for the community. It reflects the pyramidal shape that officer communities maintain to offer promotion opportunities commensurate with Navy averages. The FSC also fills a percentage of the Navy's 1000 coded billets; there are about 40 percent more officers in the FSC than there are 1700 coded billets. Table 6 shows the grade distribution of those billets identified as CCs in the Appendix. Table 7 summarizes the grade distribution of those billets in the Appendix identified as military essential (i.e., not conversion candidates). Table 8 is the grade distribution of those billets that remain after subtracting CCs from the target billet structure.

Table 8 includes a higher percentage of 06s than Table 5 because one of the most frequent reasons for keeping a billet military was the need to enforce discipline and conduct Non-Judicial Punishment proceedings. That need is typically found in more senior positions such as commanding officers and executive officers. Table 8's distribution is still very close to Table 5's distribution. It would not take much billet adjustment to make the distributions identical.

6. What barriers exist to conversion?

Commanders may prefer to use military personnel vice civilians because military personnel offer a commander

greater flexibility. Military personnel can be rapidly moved across functions locally, nationally or internationally to meet emergent needs. Civilian personnel are not required to maintain worldwide assignability and deployability.

Commanders may perceive that funding for civilian positions is less secure than for military positions. Funding for military personnel is fenced in a personnel appropriation. The civilian funding appropriation includes other functions, e.g. purchasing of fuel, spare parts and equipment. It is much easier to reprogram money within appropriations than across appropriations.⁴⁴

Commanders may prefer military personnel because overtime for military personnel is easier to mandate and costs nothing.

Commanders may be hesitant to take action that would disproportionately affect female officers.

The are local and Navy wide hiring freezes that make hiring additional civilian personnel difficult.⁴⁵

The military is still in the midst of redefining itself to reflect the end of the cold war and the rising importance of missions other than war. This creates uncertainty and personnel turbulence. It may not be wise, at this point in time, to add additional uncertainty and personnel turbulence by civilianizing FSC billets.

C. RECOMMENDATIONS FOR FURTHER RESEARCH

1. It would be useful to quantify the value of the increased flexibility of military personnel. It may be an

⁴⁴ Practical Comptrollership, Naval Postgraduate School, 1996

⁴⁵ The author knows from previous experience as a civilian personnel manager that any decision to hire new personnel is typically accompanied by a long hiring freeze waiver request and approval process.

overrated benefit. A study could determine how often military personnel are shifted from billets into which they were initially ordered. The study should look at both within command personnel movement and personnel movement across geographic regions (e.g. to support contingency operations).

2. Further research needs to be conducted on the impact civilianizing FSC billets would have on female officer staffing. As the FSC gets smaller and the number of men in the community gets larger, the FSC will include an ever-smaller percentage of Navy female officers. Converting billets would take place over a long period of time. As time passes, the impact of converting billets would likely have an ever-decreasing effect on female staffing.

3. One of the options for the FSC is to continue the community, but at a smaller size. Billet conversion would not dramatically change the pyramidal shape of the community. An unstudied issue is how reducing the size of the community would affect the community's current three core competency structure. More research is needed in this area before any decision could be made on the FSC's future.

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APPENDIX
1700 AD (Career Force Billets)

Legend

CC: Signifies the billet is a Conversion Cadidate, space left blank if billet is military essential

TITLE: Billet's title**ACTIVITY:** The Navy command where the billet is located**PSUB:** Primary subspecialty required to fill the billet**PNOBC:** Primary Navy Occupational Billet Code**SNOBC:** Secondary Navy Occupational Billet Code**GRADE:** (i.e. rank) G=Captain, H=Commander, I=Lieutenant Commander, J=Lieutenant**LOCATION:** Billet's Geographic Location

CC	TITLE	ACTIVITY	PSUB	PNOBC	GRADE	LOCATION
CC	PERS P&P CHIEF/N09D DEP DIR NAVY	OPNAV	3980	G	VA, ARLINGTON	
CC	PERS P&P CHIEF/N09D2 HD ED PROGRS BRANCH	OPNAV	3980	G	VA, ARLINGTON	
CC	MPWR PLN/N11J JOINT MPWR COORDINATOR	OPNAV	0033S	H	VA, ARLINGTON	
CC	N12B/PERS-5B DEP DIR PROG & MPWR DIV	OPNAV	0033Q	G	VA, ARLINGTON	
CC	N6E DIR FINANC MGMT	OPNAV	0031Q	G	VA, ARLINGTON	
CC	COMM PLN&OPS/N62M NTCSS RQMTS OFF	OPNAV	0089Q	G	VA, ARLINGTON	
CC	BUDGET/N091M ASST FOR PROGRAM & BUDGET	OPNAV	0031Q	G	VA, ARLINGTON	
CC	ADP SYS DIR/DIRECTOR, C4S	COMSC WASH DC	0089Q	G	DC, WASHINGTON	
CC	LOGISTICS/DIR LOG & INFO SYS DIV DIV	COMNAVSPACECOM	0075Q	G	VA, DAHLGREN	
CC	COMM VO/OIC SHR ACT/N312L CONTINUITY OF	OPNAV	9525	J	VA, ARLINGTON	
CC	STF COMM/DCOS COMM ADDU TO 60010/57089	CINCSNAVEUR	0089Q	G	ENGLAND, LONDON	
CC	ED TRA PLN GEN/DIR EDUCATION DIV	CNET	0037Q	G	FL, PENSACOLA	
CC	LOGISTICS/N422C MSC PROGRAMS	OPNAV	0035S	H	VA, ARLINGTON	
CC	LOGISTICS/N422E SEALIFT BUDGET/ADP	OPNAV	0031S	J	VA, ARLINGTON	
CC	BUDGET/N431E ASST PGM & BGT COORD	OPNAV	0031R	I	VA, ARLINGTON	
CC	ED TRA PLN GEN/DIR INSTALL & LOGIST DIV	CNET	0037P	G	FL, PENSACOLA	
CC	ED TRA PLN GEN/ITRO BR HD	CNET	0037P	G	FL, PENSACOLA	
CC	P&P DIR CMDSYS/N6E2 POM DEVELOPMENT	OPNAV	0031S	G	VA, ARLINGTON	
CC	P&P DIR CMDSYS/N6E2C ASST POM DEVELOPMNT	OPNAV	0031S	G	VA, ARLINGTON	
CC	P&P DIR CMDSYS/N6P1 HD TRAINING SECTION	OPNAV	0037S	G	VA, ARLINGTON	
CC	CHIEF OF STF/DEPUTY COMMANDER NCTC	CNAVCOMTELCOM DC	0089Q	G	DC, WASHINGTON	
CC	COMM PLN&OPS/N61F ASST ASHORE AUTO RQMT	OPNAV	0089S	J	VA, ARLINGTON	
CC	P&P DIR CMDSYS/N61N ASST FOR POM MATTERS	OPNAV	0031S	I	VA, ARLINGTON	
CC	ADP PLANS/N62K OSS REQUIREMENTS OFFICER	OPNAV	9720	I	VA, ARLINGTON	
CC	P&P DIR CMDSYS/N62L WWWMCCS/ADP MOD RQMT	OPNAV	9981	H	VA, ARLINGTON	

CC	ADV C&S INST/MNGT PROF/DIV HD	NWARCOL NPT RI	0030P	3265	G	RI, NEWPORT
CC	SPACE ACQ/N631C ASST, DSCS/SHF PROGRAMS	OPNAV	2192	1	VA, ARLINGTON	
CC	SCH ADMIN/DIR TRAINING DEPT	NETC NEWPORT GST	0037Q	3283	G	RI, NEWPORT
CC	SPACE ACQ/N635C ASST RESOURCE MANAGEMENT	OPNAV	0031S	2192	H	VA, ARLINGTON
CC	N601 ASST CORP INFO OFF	OPNAV	9720	1	VA, ARLINGTON	
CC	COMM PLN&OPS/N652G ASST NTWK SEC/ADP SSO	OPNAV	0089R	9515	I	VA, ARLINGTON
CC	ED TRA PLN GEN/N714 HD, JNT FLT TRNG BR	OPNAV	0042B	3215	H	VA, ARLINGTON
CC	MPWR PLN/N713 TRNG TECH ASSESSMENT	OPNAV	3943	1	VA, ARLINGTON	
CC	BUDGET/PMW 153-2	SPAVERSYCOM PMO	0033Q	1025	G	CA, SAN DIEGO
CC	INTRAGOV INQ/N804E1 ASST SPEC INT CORR	OPNAV	2410	1	VA, ARLINGTON	
CC	IG/SPEC ASST FOR IRM	NAVNSGEN WASHDC	0089Q	9960	G	DC, WASHINGTON
CC	PERS P&P DIR/HEAD OCM BR	BUPERS FLD COMP	0033P	3981	G	VA, ARLINGTON
CC	DEPUTY CDR PC 020	DISA PACIFIC	0089Q	9992	G	HI, WHEELER AIR FORCE BASE
CC	P&P DIR/N912D2 COMOPTEVFOR FACILITIES	OPNAV	9980	1	VA, ARLINGTON	
CC	CH SIMS/TEC OPS/POL JD200010	JNTST JCS WASH	0091Q	9705	G	VA, ARLINGTON
CC	MGT INFO SYS/DIR AUTOMATED INFO SYS	CNR ARLINGTON VA	2612	H	VA, ARLINGTON	
CC	PERSONNEL PLANS & POLICY CHIEF/ONI-1	ONI W DC	3980	G	MD, SUTLAND	
CC	PERS RSCH/DIR RESEARCH & ANALYSIS BRANCH	NAVCRUIT COMD DC	0042Q	3950	G	TN, MILLINGTON
CC	CO SHR ACTY	NPERANDCEN SDGO	0033Q	9421	G	CA, SAN DIEGO
CC	ADMIN ASST/ASSISTANT TO THE INSPECTOR	NAVAIRSYSCOMHQ	2605	J	MD, PATUXENT RIVER	
CC	PERS PLN/ASST DIR	NAVAIRSYSCOMHQ	3970	H	MD, PATUXENT RIVER	
CC	MGT INFO SYS/ADP PGM HD/INFO ENG&APP DEV	0089S	2614	J	MD, PATUXENT RIVER	
CC	MPWR PLN/MIL MNPOWER RQMTS CONT OFCR	BUPERS WASH DC	0033S	3943	J	VA, ARLINGTON
CC	BUDGET	BUPERS WASH DC	1025	J	VA, ARLINGTON	
CC	PERS P&P DIR/HD TVL & TRANSPORT BR	BUPERS WASH DC	0033S	3981	I	VA, ARLINGTON
CC	PERS PLN/TRAVEL/TRANSPORTATION	BUPERS WASH DC	0033S	3970	J	VA, ARLINGTON
CC	PERS PLN/PRIMAN	BUPERS WASH DC	0033S	3970	J	VA, ARLINGTON
CC	PERS P&P DIR/HEAD RET, RES, MEDBR	BUPERS WASH DC	0033S	3981	I	VA, ARLINGTON
CC	CO SHR ACT SEL	NETPDTc PENSC	0037Q	9422	G	FL, PENSACOLA
CC	CO SHR ACTY / ADP SYS DIRECTOR	NCTS NORLEANS LA	0089Q	9421	G	LA, NEW ORLEANS
CC	ADP SYS DIR/PROGRAM ANALYSIS OFFICER	NISMIC WASHDC	0089Q	9705	G	VA, ARLINGTON
CC	CDR/CO SHR ACT	NCTS SD CA/EOB	0089Q	9421	G	CA, SAN DIEGO
CC	N120C-MPWR PLN/HD PROG BUDGET DEV&ANAL	OPNAV	0042Q	3943	H	VA, ARLINGTON
CC	FACPLN & POM/N462B DEPUTY POL MGMT BR	OPNAV	0031Q	1025	H	VA, ARLINGTON
CC	COMM PLN&OPS/N61C ASST NCTS INFRA RQMNTS	OPNAV	0089Q	9515	H	VA, ARLINGTON
CC	N122D1C/PERS-52D1C PERSONNEL LIAISON	BUPERS WASH DC	0033S	3943	J	VA, ARLINGTON

CC	PERS/MPWR MGT/N801D HD MANPOWER ANALYST	OPNAV	0033Q 3965
CC	N122D3C/PERS-52D3C ASST LOG/MAINT/RD&A	BUPERS WASH DC	0033S 3943
CC	OPS ANAL/N813D MANPOWER PERSONNEL	OPNAV	0042Q 9085
CC	PERSONNEL MANPOWER MANAGEMENT/ONI-12	ONI W DC	0033Q 3965
CC	N122E3/PERS-52E3 HD MPNPWR ACCOUNT UNIT	BUPERS WASH DC	0033R 3943
CC	N122H1/PERS-52H1 ASST RQMT LIAISON	BUPERS WASH DC	0033S 3943
CC	PERS/MPWR MGT/09M XO ENLISTED PERSONNEL	NSESYSCOM WASH	0033B 3965
CC	STF ANAL COMM 312100A07A02D0310004	OSD	9930 G
CC	ASST DIR, DACOWITS 525000A10T01	OSD	9930 H
CC	MIL ASST TO ASD 850000A06A01D085001	OSD	9930 G
CC	MPWR PLN/MANPOWER PLANNING OFF	COMSC WASH DC	9942 G
CC	SHP CTL/DIR FIELD TRNG EXERCISES	COMSC WASH DC	0033S 3943
CC	STRAT PLN/DIR PLANS DIVISION	COMSC WASH DC	0035S 9050
CC	N122D/PERS-52D HD SUPP FORCES SEC ADDU	COMSC WASH DC	0043B 9086
CC	STRAT PLN/DIR, POLICY & PROGRAMMING	BUPERS WASH DC	0033Q 3943
CC	PERS STF OFF 114/02 P0220284	COMSC WASH DC	0035P 9086
CC	CH, INFO MGT 542/01 P0220211	USCINCPAC	3985 H
CC	JNT INTEROP 651/04 P0220220	USCINCPAC	9087 H
CC	COMM PLN&OPS	DCUNIC MD AFB FL	9515 H
CC	MGT ANAL CTL/DEP DIR MGT SUPP DIV	COMNAVSPACECOM	0033Q 2610
CC	MGMT INFO SYS/HD SYS INTEG BRANCH	COMNAVSPACECOM	0089Q 2612
CC	ADP PGM (ASST COMPUTER SUPPORT OFF)	CINCUSNAVEUR	0089Q 9710
CC	CMPU SYS ANAL	CNAVCOMTELCOM DC	0089Q 9735
CC	SPACERQMT ANAL/HEAD C3 BRANCH	COMNAVSPACECOM	0089S 5930
CC	ADP PLANS	CNAVCOMTELCOM DC	0089P 9720
CC	ADP PLANS	COMNAVSPACECOM	0076S 9680
CC	OPINTEL ANAL/ASPA DOC TRAINING OFF	CNAVCOMTELCOM DC	0089Q 9980
CC	P&P DIR	CINCLANTFLT	9051 H
CC	LOGISTICS/MOB LOG PLNS (N413D)	CINCLANTFLT	9051 H
CC	LOGISTICS/QUALITY OF LIFE (N463)	CINCLANTFLT	9051 H
CC	PER PLN/QOL PROJ OFF (N4631)	0033S 3970	9970 G
CC	P&P CHIEF/DEP FOR BASE MGT (N464)	CINCLANTFLT	9720 G
CC	ADP PLANS (N02Q)	CINCLANTFLT	9720 G
CC	EXEC ASST/VSTR LSN ADDU TO 01070/57089	CINCUSNAVEUR	9930 J
CC	STF ADMIN/(DCOS)/ADDU TO 10010/57089	0033R 9034 G	9087 G
CC	STF PLN/WWW/MCCS JOPES ADP OFF	CINCUSNAVEUR	J

CC	STF C&C/CMD CEN DIR		HI, PEARL HARBOR
CC	STF OPS&PLN/FLT COMMS ASST		HI, PEARL HARBOR
CC	FAC MGR/DIR		HI, PEARL HARBOR
CC	FACPLN & PGM		HI, PEARL HARBOR
CC	MIL FAC 55/35	G0630183	VA, NORFOLK
CC	CHIEF STF OFF		VA, NORFOLK
CC	PAO/PROTOCOL OFF		CA, CORONADO
CC	STF ADMIN/Acos ADMIN/MPWR & PERSONNEL		CA, CORONADO
CC	STF COMM/ADP SYS MNT/Acos N6		CA, CORONADO
CC	MNPWR OFF 1100/02	H0710170	CA, CORONADO
CC	DD NAVCIV 1200/01PERS BRANCH H0710148		CA, CORONADO
CC	PERS PLNG/GENURL OCM		CA, CORONADO
CC	PERS P&P DIR/DEP DIR		CA, CORONADO
CC	ADP SYS MNT/SYS MNT OFF		CA, CORONADO
CC	SPACE OPS 3130/07OFFICER		CO, COLORADO SPRINGS
CC	DEP SHRT RNG C-572S&A	X2560035	VA, ARLINGTON
CC	N122B-DEP DIR MNPWR RESOURCE BR ADDU TO		VA, ARLINGTON
CC	STF OFF/LOG READ&RESFB000025	J4010714	VA, ARLINGTON
CC	JCS EXER PROG MGR IB201050 J4010645		VA, ARLINGTON
CC	COMM-COMP 6411/02SYS ENGINEER		VA, ARLINGTON
CC	ADP SYS ANL JD200040 J4010821		VA, ARLINGTON
CC	ADMINISTRATIVE		NH, PORTSMOUTH
CC	ED TRA PLN GEN/PLN & PROG OFF		RI, NEWPORT
CC	COM PLNS/OPS NCN3 30OFF	V01	DC, WASHINGTON
CC	SCH ADMIN/ONRES COORD		RI, NEWPORT
CC	LOGISTICS/HD LOG/INFRA BR C-41 X25580006		PORTGAL, LISBON
CC	STF ADMIN/DEAN OF ADMIN		RI, NEWPORT
CC	PERS/MPWR MGT/DEPT DIR		RI, NEWPORT
CC	ADMIN ASST/DIV HD		RI, NEWPORT
CC	ADP PGM/FLT LIAISON OFF/ACDS		CA, SAN DIEGO
CC	ELXEQ RSCH/SPACESYS ADVR&D/PRJOFF/DEP HD		CA, SAN DIEGO
CC	ADP PGM/BR CH		RI, NEWPORT
CC	ADMIN/DIV HD		RI, NEWPORT
CC	SCH ADMIN/DEPUTY DEAN		RI, NEWPORT
CC	FAC MGR/BEQ OFF		CT, GROTON

1700 AD (Career Force Billets)

CC	OP T&E/PROJECTS DIRECTOR	ASSIST STF OPS/PLANS	CPTEVFORSTFPACEL	2181	H	J	CA, CORONADO
CC	STF OPS&PLN/	FIRST LIEUTENANT	NAVAL ACAD	9065	MD, ANNAPOLIS	MD, ANNAPOLIS	MD, ANNAPOLIS
CC	FAC MGR/	TRAINING OFFICER	NAVAL ACAD	9442	MD, ANNAPOLIS	MD, ANNAPOLIS	MD, ANNAPOLIS
CC	ED TRA PLN GEN/	SCH ADMIN/LDRSHIP & LAW RESEARCH ASSIST	NAVAL ACAD	3215	MD, ANNAPOLIS	MD, ANNAPOLIS	MD, ANNAPOLIS
CC	PERS PLN/DIR RESEARCH & ANAL DIV	ADP PGM/INFO SYSTEM DEPARTMENT DIRECTOR	NAVCRUIT COMD DC	0042P	3283	J	MD, ANNAPOLIS
CC	ADP PGM/ASSOC DIR ACT	CDR/CO SHR ACT	NAVCRUIT COMD DC	0089Q	3970	H	TN, MILLINGTON
CC	ADP PGM/ASSOC DIR PLAN & ADMIN	ADP PGM/ASSOC DIR ACT	NCTS DIEGO GARCIA	0089Q	9710	H	TN, MILLINGTON
CC	PERS RSCH/NAVY ADV CTR DEPT HEAD	ADP PGM/ASSOC DIR ACT	NAVAL ACAD	9421	J	CHAGOS ISLANDS, DIEGO GARCIA	CHAGOS ISLANDS, DIEGO GARCIA
CC	PERS/MPWR MGT/HCA	ADP PGM/ASSOC DIR ACT	NETPDT C PENS	0037P	3950	H	MD, ANNAPOLIS
CC	ADMIN OFF/OPERATIONS SUPPORT/CO ENL PERS	ADP PGM/ASSOC DIR ACT	NNMC BETHESDA	3965	J	FL, PENSACOLA	FL, PENSACOLA
CC	ADMIN	ADP PGM/ASSOC DIR ACT	NORVA NSYD PTSMV	2615	G	MD, BETHESDA	MD, BETHESDA
CC	FAC MGR/BQ MGT	ADP PGM/ASSOC DIR ACT	NAS NORFOLK	2615	J	VA, PORTSMOUTH	VA, PORTSMOUTH
CC	BQ MGR/ADMIN/BQ OFFICER	ADP PGM/ASSOC DIR ACT	NAS NORFOLK	9442	J	VA, NORFOLK	VA, NORFOLK
CC	FAC MGR - ACOS FOR BASE OPERATIONS	ADP PGM/ASSOC DIR ACT	NAS PENSACOLA	1112	—	FL, PENSACOLA	FL, PENSACOLA
CC	STF ADMIN/SPEC AST SIM/QUAL OF LIFE	ADP PGM/ASSOC DIR ACT	NTC GLKS	9442	H	IL, GREAT LAKES	IL, GREAT LAKES
CC	STF PLN/STF PLNS OFF	ADP PGM/ASSOC DIR ACT	CNAVBASE SDGO	9034	H	CA, SAN DIEGO	CA, SAN DIEGO
CC	ADMINACOS	ADP PGM/ASSOC DIR ACT	CNAVBASE SDGO	9087	—	CA, SAN DIEGO	CA, SAN DIEGO
CC	PORT SVC	ADP PGM/ASSOC DIR ACT	NS SAN DIEGO CA	2615	H	CA, SAN DIEGO	CA, SAN DIEGO
CC	ADMIN	ADP PGM/ASSOC DIR ACT	NAS NORTH ISLAND	9476	H	CA, SAN DIEGO	CA, SAN DIEGO
CC	FAC MGR	ADP PGM/ASSOC DIR ACT	NAS NORTH ISLAND	0033S	2615	CA, NORTH ISLAND	CA, NORTH ISLAND
CC	CDR/CO SHR ACT	ADP PGM/ASSOC DIR ACT	NAS NORTH ISLAND	9442	J	CA, NORTH ISLAND	CA, NORTH ISLAND
CC	CDR/CO SHR ACT/ADDU TO 40240/68742	ADP PGM/ASSOC DIR ACT	NCTS JAX FL	0089P	9421	H	FL, JACKSONVILLE
CC	CO SHR ACT SEL	ADP PGM/ASSOC DIR ACT	NCTS SOUND WA	0089Q	9421	H	WA, BANGOR
CC	N122D1-PERS TRNG	ADDU TO 51200/00022	NSA MEMPHIS	9422	G	TN, MILLINGTON	TN, MILLINGTON
CC	N122D3-SHORE STA/C4IADDU TO 51260/00022	XO SHR ACT	OPNAV	0033P	3943	—	VA, ARLINGTON
CC	XO SHR ACT	N120C2-RECRUIT PROG ANALYST	OPNAV	0033P	3943	—	VA, ARLINGTON
CC	OPS ANAL/N421C STRATEGIC SEALIFT ANALYST	N120C2-RECRUIT PROG ANALYST	NCTS ROOSEVELT R	0089R	9436	—	PUERTO RICO, ROOSEVELT ROS NS
CC	ADMIN/DEPT HD	OPS ANAL/N421C STRATEGIC SEALIFT ANALYST	OPNAV	0043P	1025	—	VA, ARLINGTON
CC	BUDGET/GEN SUP/DEPT HD	ADMIN/DEPT HD	FLT ASW TRA PAC	2615	J	VA, ARLINGTON	VA, ARLINGTON
CC	COMM ASHR/REGIONAL COORD OFFICER	BUDGET/GEN SUP/DEPT HD	FLT ASW TRA PAC	1025	J	CA, SAN DIEGO	CA, SAN DIEGO
CC	LOGISTICS/N421D OP LOGISTICS ANALYST	COMM ASHR/REGIONAL COORD OFFICER	NCTAMS EASTPAC	0089S	9510	J	HI, WAHIAWA
CC	COMM ASHR/ASST DEPT HD	LOGISTICS/N421D OP LOGISTICS ANALYST	OPNAV	0043P	9051	—	VA, ARLINGTON
CC	ADP SYS DIR	COMM ASHR/ASST DEPT HD	NCTAMS EASTPAC	9510	J	HI, WAHIAWA	HI, WAHIAWA
CC			NCTAMS EASTPAC	9705	J		HI, WAHIAWA

3M DATA ANAL	CA, SAN DIEGO
3M DATA ANAL	WA, BREMERTON
RADIO STA	JAPAN, HONSHU KAMI SEYA
CC RADIO STA	JAPAN, HONSHU KAMI SEYA
CC SCH ADMIN/APPRENTICE TRNG DIV HD	IL, GREAT LAKES
CC TRAINING/SA PO INDOC BR HD	IL, GREAT LAKES
CC COMM AFLLOAT	JAPAN, HONSHU YOKOSUKA
CC TRAINING/CIS DEPT HEAD	FL, PANAMA CITY
INDOC TRA/DIR RECRUIT AFFAIRS	IL, GREAT LAKES
INDOC TRA/DEPT HEAD	IL, GREAT LAKES
INDOC TRA - DIV OFF	IL, GREAT LAKES
ADMIN/DEPT HEAD	IL, GREAT LAKES
INDOC TRA - SQUADRON COMMANDER	IL, GREAT LAKES
INDOC TRA-DIV OFF-SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DIV OFF - SHIP'S CO	IL, GREAT LAKES
INDOC TRA - DEPT HEAD	IL, GREAT LAKES
INDOC TRA - DIV. OFF	IL, GREAT LAKES
INDOC TRA/TRNG SUPPORT DEPT HEAD	IL, GREAT LAKES
STF ADMIN	FL, CECIL FIELD
SHP CTL	BAHRAIN, MANAMA
DIR COMM	JAPAN, HONSHU KAMI SEYA
ADP SYS DIR/ADP SYS SEC	CA, SAN DIEGO
CC ADMIN ASST/PERS/MPWNR MGT	CA, SAN DIEGO
CC COMM ASHR	CA, SAN DIEGO
CC ADP SYS DIR/ADP PLANS	CA, SAN DIEGO
CC BUDGET/N811D CNA FINANCIAL MANAGER	VA, ARLINGTON
STF COMM	VA, NORFOLK
STF COMM	FL, MAYPORT
STF ADMIN	FL, JACKSONVILLE
STF C&C/SEWC AFLT	WA, BREMERTON
STF COMM	CA, NORTH ISLAND
CC ADMIN/LEGAL OFF	VA, NORFOLK

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CC	PERS/MPWR MGT/HD MIL MPWR BR 3M DATA ANAL 3M DATA ANAL CMBT SYS/ADP SYS DIR ADMIN/DIVISION OFF COM PLN&OPS/OPNAV TCC MAJ PJ MGR SEL/PROG MGR DON INFO PERS PLN/HD PROMOTION PLNS SEC ADP SYS DIR/OPERATIONS FOR DNHN OIC SHR ACT/BRIG OIC SHR ACT CDR/CO SHR ACT/ADDU TO 05230/57042 BRIG/CCU	BUMED WASH DC CVN 70 VINSON CVN 72 LINCOLN CVN 73 GEO WASH HQNDDC CEREM GRD OPNAV TCC WDC DON INFO BUPERS WASH DC DON INFO CFA YOKO BRIG CFA YOKO YOKOHD NAVSUPPACT GAETA NS NORVA BRIG BUPERS WASH DC SPAWAR PMOSDGO SPAWAR PMOSDGO NAS NORIS S CLEM DON SO PRAPPRAI NTC GLAKES BRIG NRPS HONOLULU NTTC MERIDIAN NTTC MERIDIAN SIMA NORVA COMFLEACT CHINHA SIMA MAYPORT DCMS WASH DC BUPERS WASH DC NAVSUPPACT BUPERS SEA DUTY NAVCOMTELDCT ME	0033P 3965 2642 2642 9261 2615 9515 2161 0033P 3970 0091B 9705 9420 9420 9421 3412 0033P 3943 0089S 2170 0089S 2170 0045S 2170 0089S 9720 0089S 9515 2162 0089S 9720 9476 9085 3412 0037R 9421 0037S 9436 9436 9476 9436 9436 9436 9436 9421 3943 9421 2163 9510	DC, WASHINGTON WA, BREMERTON WA, BREMERTON VA, NORFOLK DC, WASHINGTON VA, ARLINGTON DC, WASHINGTON VA, ARLINGTON DC, WASHINGTON JAPAN, HONSHU YOKOSUKA JAPAN, HONSHU YOKOHAMA ITALY, GAETA VA, NORFOLK VA, ARLINGTON CA, POINT LOMA CA, SAN CLEMENTE VA, ARLINGTON IL, GREAT LAKES HI, HONOLULU CITY MS, MERIDIAN KOREA, CHINHAE FL, MAYPORT DC, WASHINGTON VA, ARLINGTON SARDINIA, LA MADDALENA VA, ARLINGTON ME, BRUNSWICK
CC	PRCM&RECRUIT/OFFICER RECRUITER CDR/CO SHR ACT XO SHR ACT/PROD OFF PORT SVC XO SHR ACT XO SHR ACT/DCMS CO SHR ACTY MGR DRJ FE/SPECIAL PROJECT OFFICER COMM ASHR			

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OIC SHR ACT
CC N122E2/PERS-52E2 HD ENL MNPWR ANAL UNIT
CC BUDGET/HD PRGRM COORD & EVAL BR
CC MPWR PLN/MANPWR & TR OFFICER
CC SPACE ACQ/COMPUTER SYS PROJECT OFFICER
CC SPACERQMT ANAL/DEP DIR OPER DIV
CC COMPTROLLER/BUDGET BRANCH (N02F3)
CO 001/01
OPS OFF
OIC SHR ACT
INST GEN/SENIOR INSTRUCTOR
INST GEN/OPO INSTRUCTOR
COMM ASHR/OIC/ADDU TO 60030/00060
COMM PLN&OPS
CH PRG/PRJ 20/02L A2300005
CC LAN SUP OFF 30/30L
CC 52 DATA BASE MGT/DATA BASE ADMIN/G321
CC ADMIN
CC STF ADMIN
CC CSIO PROJECTS OFFICER K4080054
CC DIRECTOR OPS/PLANS
CC OP ANAL OFF 009A/02
CC CHIEF 012A/01
CC CHIEF OPS DIV K4080078
CC STF COMM/HD
CC STF OPS&PLN/CIRT
CC MGT ANAL CTL/CMPU SYS ANAL
CC CPTR SYS JTA 030 AO5
CC ADP SYS STF JTABB 100FF AO5
CC SAT COMM
CC INDUC&ENL/OPS OFF
PERS/MPWR MGT/ADMIN OFFICER
TRAINING/SAFETY OFFICER
ED TRA PLN GEN/ASST DEAN OF STUDENTS
SCH ADMIN/PROG ADMIN OFF
BUDGET/FLT OPS BUD OFF

H	9420	TX, SAN ANTONIO
	8UPERS WASH DC	VA, ARLINGTON
	COMNAVSPACECOM	VA, DAHLGREN
	COMNAVSPACECOM	VA, DAHLGREN
	SPAWAR SPTECH PG	VA, ARLINGTON
	COMNAVSPACECOM	VA, DAHLGREN
	CINCLANTFLT	VA, NORFOLK
	MEPS HONOLULU	HI, HONOLULU CITY
	MEPS HONOLULU	HI, HONOLULU CITY
	PSDWS EARLE	NJ, COLTS NECK
	NORU PENSACOLA	FL, PENSACOLA
	NORU PENSACOLA	FL, PENSACOLA
	NTCC HAMPTON RDS	VA, NORFOLK
	CNAVCOMTELECOM DC	DC, WASHINGTON
	0089P	VA, NORFOLK
	0089S	VA, NORFOLK
	USACOM ISSG	MD, FORT MEADE
	USACOM ISSG	DC, WASHINGTON
	CNSG FT MEADE	CA, SAN DIEGO
	NSS WASH DC	DC, WASHINGTON
	RSC SD CA	IL, GREAT LAKES
	NCTC SUPP W DC	IL, GREAT LAKES
	US MEP COMMAND	IL, GREAT LAKES
	US MEP COMMAND	CO, DENVER
	US MEP COMMAND	HI, PEARL HARBOR
	WESTERN SECT CMD	VA, VIRGINIA BCH L CREEK
	CINCPACFLT	HI, PEARL HARBOR
	FIWC SDUTY NORVA	AZ, FORT HUACHUCA
	CINCPACFLT	CHAGOS ISLANDS, DIEGO GARC
	JITC FTHUACHUCA	PUERTO RICO, SAN JUAN
	JITC FTHUACHUCA	MD, ANNAPOLIS
	NCSS DGARCIA SATC	VA, VIRGINIA BEACH
	MEPS SAN JUAN	CA, MONTEREY
	USNA ANNAP B OPS	CA, MONTEREY
	FLLCBTRC LNT GST	HI, PEARL HARBOR
	PG SCH PROFESTRG	HI, PEARL HARBOR
	PG SCH PROFESTRG	HI, PEARL HARBOR
	CINCPACFLT	HI, PEARL HARBOR

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CC	SPACE SYS OP	3121/03OFF	H0710143	CO, COLORADO SPRINGS
CC	SPACE OPS	3122/04OFF	H0710141	CO, COLORADO SPRINGS
	SCH ADMIN/DIR BOOST SCH DIV			RI, NEWPORT
	SCH ADMIN/OM/IM TRNG DEPT HD			FL, PENSACOLA
CC	SCN OFFICER	5120/04	H0710120	CO, COLORADO SPRINGS
	SCH ADMIN - DEPUTY DIR TRNG DEPT			RI, NEWPORT
	INDOC TRA - HRM			RI, NEWPORT
CC	COMM STF OFF	6110/05	H0710129	CO, COLORADO SPRINGS
	INST TECH/COMM ASHORE/ISO/RES TRNG			RI, NEWPORT
CC	SCH ADMIN/DIR IT/CMEO SCH			RI, NEWPORT
	TRAINING - AD SCH DIV OFF			FL, PENSACOLA
CC	ED TRA PLN GEN/DIV HD			RI, NEWPORT
CC	MGR DPJ FE/FLEET SUPPORT COORDINATOR			CA, SAN DIEGO
CC	SCH ADMIN/BUDGET/EDURESOURCE CENTER DIR			MD, ANNAPOLIS
CC	ADP SYS MNT/PMW 153-2B			CA, SAN DIEGO
CC	INST ACAD/INSTR COMPUTER SCIENCE			MD, ANNAPOLIS
CC	MGT INFO SYS/DEP DIR SYS & COMMUNICATION			MD, ANNAPOLIS
CC	ADMIN/DEPT HEAD			HI, PEARL HARBOR
	OIC SHR ACTY			MD, PATUXENT RIVER
	OIC SHR ACTY/ADDU TO 01040/00168			MD, BETHESDA
	PERS/MPWR MGT/AOIC			VA, ARLINGTON
	OIC SHR ACTY/ADDU TO 02040/62936			MD, FORT MEADE
	OIC SHR ACT/ADDU TO 00125/00188			VA, NORFOLK
	OIC SHR ACT/ADDU TO 02015/62688			VA, NORFOLK
	OIC SHR ACT/ADDU TO 00350/00247			CA, SAN DIEGO
	OIC SHR ACT/ADDU TO 00130/00246			CA, NORTH ISLAND
	SCH ADMIN/DIR ENL TRNG			CA, SAN DIEGO
	ADP SYS DIR/COMP SYS DEP DIR			MD, ANNAPOLIS
CC	OIC SHR ACT/ADDU TO 99040/00207			FL, JACKSONVILLE
	OIC SHR ACT			IN, INDIANAPOLIS
	OIC SHR ACT			MN, MINNEAPOLIS
	OIC SHR ACT			NE, OFFUTT AFB
	OIC SHR ACT/ADDU TO 00820/65928			FL, ORLANDO
	OIC SHR ACT/ADDU TO 00280/00236			CA, OAKLAND
	OIC SHR ACT/ADDU TO 00905/62271			CA, MONTEREY
	OIC SHR ACT/ADDU TO 00115/60495			NV, FALLOON

CC	PERS/MPWR MGT/PERS OFFICER	PSD MILTON	3965	FL, MILTON
	OIC SHR ACT/ADDU TO 00220/61331	PSD PANAMA CITY	9420	FL, PANAMA CITY
	OIC SHR ACT	PSD SAN ANTONIO	9420	TX, LACKLAND AFB
	OIC SHR ACT/ADDU TO 00050/0763A	PSD RTC G LAKES	9420	IL, GREAT LAKES
	OIC SHR ACT/ADDU TO 00135/62813	PSD PEARL HARBOR	9420	HI, PEARL HARBOR
	OIC SHR ACT	PSD NTC G LAKES	9420	IL, GREAT LAKES
	OIC SHR ACT/ADDU TO 00320/0429A	PSD POINT MUGU	9420	CA, POINT MUGU
CC	DISC ADMIN&REV	NPS ORLANDO BOS	3415	SC, CHARLESTON
	OIC SHR ACT/ADDU TO 00130/00639	PSD NSA MEMPHIS	9420	TN, MILLINGTON
	OIC SHR ACT/ADDU TO 00180/09117 & 00130	PSD KEFLAVIK	9420	ICELAND, KEFLAVIK
	OIC SHR ACT/ADDU TO 00150/60087	PSD BRUNSWICK	9420	ME, BRUNSWICK
	OIC SHR ACT/ADDU TO 00150/62241	PSD ATHENS GA	9420	GA, ATHENS
	OIC SHR ACT	PSD BEAUFORT	9420	SC, BEAUFORT
	OIC SHR ACT	PSD CAMP LEJEUNE	9420	NC, CAMP LEJEUNE
	OIC SHR ACT	PSD CHERRY POINT	9420	NC, CHERRY POINT
	OIC SHR ACT/ADDU TO 00175/62507	PSD CSD ATSUGI	9420	JAPAN, HONSHU ATSUGI
	OIC SHR ACT/ADDU TO 00125/68212	PSD MISAWA	9420	JAPAN, HONSHU MISAWA AFB
	OIC SHR ACT/ADDU TO 00125/62254	PSD OKINAWA	9420	JAPAN, OKINAWA KADENA AFB
	OIC SHR ACT/ADDU TO 00135/61581	PSD YOKOSUKA	9420	JAPAN, HONSHU YOKOSUKA
CC	PERS/MPWR MGMT	PSD LONDON	3965	ENGLAND, LONDON
	OIC SHR ACT/ADDU TO 00270/61755	PSD NS GUAM	9420	GUAM, AGANA
	OIC SHR ACT	PSD VAIHINGEN GE	9420	GERMANY, VAIHINGEN
	OIC SHR ACT/ADDU TO 01900/63073	PSD EDZELL UK	9420	SCOTLAND, EDZELL
	L/M TRA PGM/DIR PCO/PXO NAVLEAD INSTR	SR ENL ACAD NETC	0037S	RI, NEWPORT
	SCH ADMIN-DIR INTL TRNG DEPT	EW/GPAC COR FMS	3220	CA, CORONADO
	OIC SHR ACT	PSD DAHLGREN VA	3283	VA, DAHLGREN
	CO	MEPS TAMPA	9420	FL, TAMPA
	K4080057	NS NORVA TRPERUN	9421	VA, NORFOLK
	CDR/CO SHR ACT	NS SDGO TRPERSON	9421	CA, SAN DIEGO
	CDR/CO SHR ACT/TPU	NS SDGO TRPERSON	9436	CA, SAN DIEGO
	XO SHR ACT/TPU	NS SDGO TRPERSON	3910	CA, SAN DIEGO
	TPU/DEPT HEAD	TPU PUGET SOUND	9421	WA, SILVERDALE
	CDR/CO SHR ACT	TRIREFAC KINGS B	9705	GA, KINGS BAY
CC	ADP SYS DIR/INFO SYS DEPT OFF	NMC SDGO CA	0033P	CA, SAN DIEGO
CC	PERS/MPWR MGT/ASST DPTHD	JNTSTF/JCSWAFRICD	3965	MD, FORT RITCHIE
CC	CH, NMCC SITE R	EC300010	9420	GERMANY, VAIHINGEN
CC	INFO SYS PRG	J4010456	9735	
CC	USCINCEUR DSCWMM	0089S	9735	

CC	C4I SYS PLNS	210/05OFF	V09	USCINCEUR DSCWMM	0089S	9730	J	GERMANY, VAIHINGEN
CC	COMM STAFF DISPA 020	OFF		DISA DISPO	9595	-	DC, WASHINGTON	
CC	NAV PLANT RE/P&E SUBSYSTEMS MANAGER			SPAWAR DET DENVR	0077B	6914	J	CO, DENVER
CC	PERS/MPWR MGT//COMD SUPT DEPT HD			AEGIS COMBATSYS	3965	J	VA, WALLOPS ISLAND	
CC	SYSTEMS ANALYST	Z800/100	D02	WHSE SSS	9735	J	DC, WASHINGTON	
	HOUSING OFFICER			BUPERS C BRIG	3415	J	CA, MIRAMAR NAS	
CC	SCH ADMIN/IUSS ANAL-SCP MAINT DIV HD			SUBTRAFAC NORVA	3283	J	VA, NORFOLK	
	CDR/CO SHR ACT			FLTSURVSC NW VA	9421	H	VA, CHESAPEAKE	
	XO SHR ACT			FLTSURVSC NW VA	9436	J	VA, CHESAPEAKE	
	OIC SHR ACT			NSC D E CHESAPEAKE	0076S	9420	VA, CHESAPEAKE	
CC	LES OFF SHRAC/T/PROVOST			CFA YOKO SEC DT	2775	J	JAPAN, HONSHU YOKOSUKA	
CC	LES OFF SHRAC/T			SUBBASE BNGR SEC'D	2775	-	WA, BANGOR	
CC	COMP SCIEN JEAC/015	V08	I4040234	DISA D6 JEO	9595	-	DC, WASHINGTON	
CC	JNT C3 OFF JEBBCB 030	V11		DISA D6 JEO	9261	H	DC, WASHINGTON	
CC	CMPTR SYS JEBCB 030 ANALYST	V11		DISA D6 JEO	9735	J	DC, WASHINGTON	
CC	PRCM MGT/C3 STF OFF TDBA 020 V11			DISA D6 JEO	1476	H	DC, WASHINGTON	
CC	ABNCP ELEC JEEHB 010	VO2	I4040248	DISA D6 JEO	9525	H	DC, WASHINGTON	
CC	ELEC EQUIP JEEHC 010	V02	I4040240	DISA D6 JEO	0055S	5917	DC, WASHINGTON	
CC	CMD CEN OP JEXXNCN 10	DO1	I4040247	DISA D6 JEO	0089R	9735	DC, WASHINGTON	
CC	CMPTR SYS JEXNWIC 020	ANALYST	V16	DISA D6 JEO	9735	J	DC, WASHINGTON	
CC	CMPTR SYS JEXNWL 220	ANAL	V16	DISA D6 JEO	0091S	9735	DC, WASHINGTON	
CC	ADP SYS JEXNWU 060STF	V16	I4040332	DISA D6 JEO	0089S	9710	DC, WASHINGTON	
CC	C2 ADP RQ JTAEA 020OFF	V16		DISA D6 JEO	0089S	9720	DC, WASHINGTON	
CC	SPACE OFF	9420/02		USSPAC CB OPSTAF	0076S	9216	CO, COLORADO SPRINGS	
CC	MSL INT OFF	9520/05		USSPAC CB OPSTAF	0076S	9216	CO, COLORADO SPRINGS	
CC	THT DP CREW	9730/14CMDR		USSPAC CB OPSTAF	0076S	9216	CO, COLORADO SPRINGS	
CC	DEP CMDR	9740/08	H0720089	USSPAC CB OPSTAF	0076R	9216	CO, COLORADO SPRINGS	
CC	SPACE CONT	9740/24ANALYST		USSPAC CB OPSTAF	0076S	9216	CO, COLORADO SPRINGS	
CC	FAC MGR	1600/05 C0749		DSWA DT JOHNSTON	9442	-	JOHNSTON ISLAND	
	OFFICER IN CHARGE			NMSSO D WPAC JA	9420	-	JAPAN, HONSHU YOKOSUKA	
	CO/COMMANDER		K4080004	MEPS E LANSING	9421	-	MI, EAST LANSING	
CC	SUP PLN/CENT	420/06CCM T/S OFF	R1550283	USCINCSOCMDAFB	1984	H	FL, MACDILL AFB	
CC	COMM PLN&OP/	642/01CH, INTR BR	R1550095	USCINCSOCMDAFB	0089R	9515	FL, MACDILL AFB	
CC	COMM PLN&OPS/	642/05C-E STF OFF	R1550286	USCINCSOCMDAFB	0089S	9515	FL, MACDILL AFB	
CC	SENIOR	2315/01WATCH OFFICER		USSPCOM COS GDIP	9680	J	CO, COLORADO SPRINGS	
	XO SHR ACT			SIMA EARLE COLTS	9436	J	NJ, LEONARDO	

CC	DIRECTOR (J1) 100/01	T1540120	IL, SCOTT AF BASE	3965	G
CC	CH JNT MPWR 105/02PERS BR	T1540118	IL, SCOTT AF BASE	3943	H
CC	JNT MPWR/PERS 105/03BRANCH	T1540121	IL, SCOTT AF BASE	3943	I
CC	JNT MPWR OPS/ 115/02PLANS	T1540116	IL, SCOTT AF BASE	9034	H
CC	JNT MOB CNTRL 322/07CTR OFF	T1540167	IL, SCOTT AF BASE	0045S	9051
CC	TRANS STF OFF 420/07	T1540124	IL, SCOTT AF BASE	0035S	1272
CC	C4S STF OFF 631/02	T1540128	IL, SCOTT AF BASE	0091R	9060
CC	CH, SYSTEMS 932/03 TESTING	T1540197	IL, SCOTT AF BASE	0091R	9085
CC	COAST/HARB DEF		PUERTO RICO, ROOSEVELT ROS NS	9456	J
CC	COMM ASHR/COMM OFFICER		PUERTO RICO, ROOSEVELT ROS NS	0089P	I
CC	OIC SHR ACT/NAVCOMM/DET CHELTENHAM		MD, CHELTENHAM	0089P	9420
CC	COMMUNICATIONS OFFICER		CA, CHINA LAKE	9510	J
CC	ADMIN OFFICER/BASE SUPPORT OFFICER		WA, BREMERTON	2615	G
CC	PERS/MPWR MGT/DEPT HEAD/MILITARY		CA, SAN DIEGO	3965	I
CC	PERS/MPWR MGMT/ADMIN OFFICER		CA, SAN DIEGO	3965	J
CC	ADMIN/MIL SUP DEPT HEAD		FL, PANAMA CITY	2615	J
CC	COMM PLN&OPS/PLANS & REQ OFF		HI, WAHIAWA	0089P	9515
CC	XO SHR ACT		FL, PENSACOLA	0089R	9436
CC	COMM PLN & OPS\N31		FL, PENSACOLA	9515	J
CC	OIC SHR ACT		CA, SAN DIEGO	0089S	9420
CC	ADP SYS SEC/COMSEC OPS ANAL/X09 106		MD, FORT MEADE	9781	J
CC	ADP SYS SEC/SR PROG ANAL/ X62 012		MD, FORT MEADE	9781	J
CC	ADP SYS SEC/COMPUTERS SCI/X41 007		MD, FORT MEADE	9781	J
CC	ADP PLANS		MD, FORT MEADE	0089P	9720
CC	COMSEC SYS OFF/V82 011		ITALY, NAPLES	9517	J
CC	CMPU SYS PGMR/ Y22 090		MD, FORT MEADE	9740	J
CC	CMPU SYS ANAL/COMSEC OPER ANAL/V 056		MD, FORT MEADE	9735	J
CC	COMM SEC/COMPUTER SYS ANAL/Y44 046		MD, FORT MEADE	9517	J
CC	ADP SYS SEC/COMPU SYS ANAL PROG/C71 102		MD, FORT MEADE	9781	J
CC	ADP SYS SEC/CMPU SCOS92 006		MD, FORT MEADE	9781	J
CC	COMM SEC/OPS STF OFF/Y21 094		MD, FORT MEADE	9590	H
CC	ADP SYS SEC/CMPU SYS ANAL PROG/X09 107		MD, FORT MEADE	9543	I
CC	COMM STF OFF D80/010	I4040260	VA, SUFFOLK	9420	J
CC	DEP FOR C4I 470/01	A0190062	FL, KEY WEST	2775	J
CC	OIC SHR ACT		VA, NORFOLK		
CC	LES OFF SHRACT		CA, STOCKTON		

CC	FACPLAN & PGM/DIR, INST MGMT	ASECNAV IE W DC	4215
CC	OIC SHR ACT	NTCC CHELTENHAM	0089S 9420
CC	LOGISTICS	COMUSNAVAK	9051
CC	TRAINING/CISO	FTC MAYPORT FL	0037P 3290
CC	LES OFF SHRACT/SECURITY OFFICER	NAIRENGSTA	2775
CC	CMPU SYS ANAL/ASST FUNCN ANLST & METRICS	DON INFO	0089P 9735
CC	L/M TRA PGM/INST NAVLEAD	NETC NVLEAD TRG	3220
CC	CMPU SYS ANAL/3200/05 ANALYST	USEUCOM JAC MOLE	9735
CC	OIC SHR ACT	PSD PASCAGOULA	9420
CC	ED TRA PLN GEN/MGR	NCS FT MEADE MD	3215
CC	DIR/J1	JWAC DAHLGREN	2605
CC	CDR/CO SHR ACT	NCTS BAHRAIN	9421
CC	STF PERS/PERS DIST GEN	COMNAVSURFPAC	3985
CC	MPWR PLN	COMNAVSURFLANT	0033S 3943
CC	3M DATA ANAL/MG INFO SYS	COMNAVSURFLANT	2642
CC	OIC SHR ACT	NTCC CAMP SMITH	0089P 9420
CC	FLAG SEC	COMLOGGRU 2	9082
CC	STF OPS&PLN/STF PLNS OFF	COMLOGGRU 2	0043S 9065
CC	ADP PLANS/STEP/TACEVAL OFF	COMSURFWARDEVGRU 0089S	9720
CC	STF COMM	COMCARGRU EIGHT	9590
CC	ADP SYS DIR	TACTRAGRPAC	0089S 9705
CC	STF ADMIN	CPWING 10	9034
CC	STF COMM	COMCRUDESGRU 1	0089R 9590
CC	ADMIN	FIWC NORVA	2615
CC	SPACERQM1 ANAL/MISSION OPS SPT CEN MGR	SPAWAR SPTECH PG	0076P 5930
CC	SPACERQM1 ANAL/SEWC	COMCRUDESGRU 3	5930
CC	COMM ASHR/COMM	COM NAVFOR JAPAN	9510
CC	PERS/MPWR MGT	COMUSNAVCENT	3965
CC	COMM PLN&OPS	COMUSNAVCENT	9515
CC	MILMPWR RQMCTL	COMNA/AIRLANT	3925
CC	BUDGET/TEMAADD PROJ MANAGER	COMNA/AIRLANT	1025
CC	PERS DIST EN/ASST	COMNA/AIRLANT	0033S 3127
CC	ADP SYS DIR/INFO SYSTEMS OFFICER	COMICEDEFOR	9705
CC	ACOS J1 30/01	A0130009	9034
CC	COMM OFF 72/06	A0130012	9515
CC	ADP SYS DIR/FORCE ADP OFFICER	COMSUBLANT	9705

CC	ED TRA PLN GEN/FORCE TRN BUDGET/QUOTAS	COMSUBPAC	3215	J
CC	STAFF READINESS OFFICER GENERAL(AVIATOR)	COMTRALANT	9067	J
CC	FLAG SEC	COMTRAPAC	9082	J
CC	TRAINING/TRNG ALLO- CATIONS	COMTRAPAC	3290	J
CC	ADP PLANS/ASST DIR STF ADP	COMOPTEVFOR	9720	J
CC	SPACERQMT ANAL/TACTICAL USER SPT MGR	SPAWAR SPTECH PG	0031P	5930
CC	OP T&ENCCS ASHORE SYSTEMS	COMOPTEVFOR	2181	J
CC	OP T&E/HD COMM SYSTEMS	COMOPTEVFOR	2181	H
CC	OP T&E/SPACE SYSTEMS	COMOPTEVFOR	2181	H
CC	MPWR PLN	COMNAVAIRPAC	0033S	3943
CC	ADP SYS DIR	COMNAVAIRPAC	0089B	9705
CC	STF ADMIN/DIR MPWR PLN	COMUNSEASURV	9034	J
CC	PERSONNEL PLANNING OFFICER	COMUNSEASURV	3970	J
CC	EXER COORD OFF C-X3	CINCELT/CNVNW	9590	J
CC	Y2650001	COM THIRD FLEET	9515	J
CC	COMM PLN&OPS	COM THIRD FLEET	9515	H
CC	COMM PLN&OPS	LNTFLHEDSUPANOVA	9421	H
CC	CDR/CO SHR ACT	LNTFLHEDSUPANOVA	9436	J
CC	XO SHR ACT	NAS OCEANA VA	2615	J
CC	ADMIN/DEPT HEAD	NAS OCEANA VA	1112	J
CC	BQ MGR/DEPT HEAD	NS MAYPORT FL	2615	J
CC	ADMIN	NAS KINGSV TEX	2615	J
CC	ADMIN/DEPT HEAD	NRD CHICAGO	9436	J
CC	XO SHR ACT	NRD CHICAGO	3020	J
CC	PRCM&RECRUIT/OFFICER RECRUITER	NRD CHICAGO	3020	J
CC	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	SPAWAR SPTECH PG	0076P	2098
CC	SPACE PJ TECH/MISSION SPT FACILITY MGR	CFA YOKO	9466	J
CC	OPS ASHR	USACOM ISSG	0091P	9705
CC	CH GCCS OP 20/01L	FTC SAN DIEGO	2591	J
CC	LEGAL OFF	FTC SAN DIEGO	2775	J
CC	LES OFF SHR ACT	USACOM ISSG	0091P	9715
CC	CH WMMCCS/GCC 20/29LWTC	NAVACTS GU	2615	J
CC	ADMIN	NAVACTS GU	9466	J
CC	OPS ASHR/DEP HEAD	PG SCH PROFESTRG	0089P	9720
CC	ADP PLANS/FACILITIES OFFICER	NETC NEWPORT GST	0089P	3290
CC	TRAINING/DIR COMM SCH	FTC NORFOLK	3290	J
CC	TRAINING/ASSESSMENT			

PORT SVC/BOAT	DIVISION OFFICER	NS ANNAPOLIS	9476	J	MD, ANNAPOLIS
FAC MGR/SECURITY OFF		NSVSCOLCOMPNCNA	9442	J	MD, ANNAPOLIS
ED TRA PLN GEN/STUDENT CONTROL OFF		NAVSCOLCOMPNCNA	3215	J	FL, PENSACOLA
CC	MGMT INFO SYS	NAVSCOLCOMPNCNA	2612	J	FL, PENSACOLA
INDOC TRA/STU POOL (PRE API)		NAVSCOLCOMPNCNA	3242	J	FL, PENSACOLA
INST NAV SCI/NSY OIC		NAVSCOLCOMPNCNA	3270	J	FL, PENSACOLA
LEGAL OFF		NAVSCOLCOMPNCNA	2591	J	FL, PENSACOLA
CC	OPS ASHR	CFA OKINAWA	9466	J	JAPAN, OKINAWA KADENA AFB
ADMIN/XO ENL PERS		PG SCH MONTEREY	2615	J	CA, MONTEREY
BQ MGR		PG SCH MONTEREY	1112	J	CA, MONTEREY
ADP PROD/SYS SVC DIV OFF		NAVpacMETOCEN	9715	H	HI, PEARL HARBOR
CC	SHP CTL/HD CARGO SHIP	COMSC PAC	9050	J	CA, OAKLAND
CC	PERS P&P CHIEF/SPEC ASST MPWR DEV/COMP	OFF OF ASN MRA	0033P	J	VA, ARLINGTON
CC	ADP SYS SEC/CMPU SCI/94 012	NSA/CSS COMSEC	0091P	J	MD, FORT MEADE
XO SHR ACT		NRD ALBUQUERQUE	9436	J	NM, ALBUQUERQUE
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		NRD ALBUQUERQUE	3020	J	NM, ALBUQUERQUE
PRCM&RECRUIT/OFFICER RECRUITER		NRD ALBUQUERQUE	3020	J	NM, ALBUQUERQUE
XO SHR ACT		NRD MONTGOMERY	9436	J	AL, MONTGOMERY
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		NRD MONTGOMERY	3020	J	AL, MONTGOMERY
PRCM&RECRUIT/OFFICER RECRUITER		NRD MONTGOMERY	3020	J	AL, MONTGOMERY
XO SHR ACT		NRD BUFFALO NY	9436	J	NY, BUFFALO
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		NRD BUFFALO NY	3020	J	NY, BUFFALO
XO SHR ACT		NRD COLUMBUS	9436	J	OH, COLUMBUS
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		NRD COLUMBUS	3020	J	OH, COLUMBUS
PRCM&RECRUIT/OFFICER RECRUITER		NRD HOUSTON	9436	J	TX, HOUSTON
XO SHR ACT		NRD HOUSTON	3020	J	TX, HOUSTON
PRCM&RECRUIT/OFFICER RECRUITER		NRD HOUSTON	3020	J	TX, HOUSTON
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		NRD INDIANAPOLIS	3020	J	IN, INDIANAPOLIS
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		NRD JAX FLA	9436	J	FL, JACKSONVILLE
XO SHR ACT		NRD JAX FLA	3020	J	FL, JACKSONVILLE
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		NRD JAX FLA	3020	J	FL, JACKSONVILLE
PRCM&RECRUIT/OFFICER RECRUITER		NRD NASHVILLE TN	3020	J	TN, NASHVILLE
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		NRD OMAHA NE	3020	J	NE, OMAHA
PRCM&RECRUIT/OFFICER RECRUITER		NRD OMAHA NE	3020	J	NE, OMAHA

PRCM&RECRUIT/OFFICER RECRUITER	NRD PORTLAND ORE	3020
XO SHR ACT	NRD PORTLAND ORE	3020
PRCM&RECRUIT/OFFICER RECRUITER	NRD RALEIGH NC	9436
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD RALEIGH NC	3020
XO SHR ACT	NRD RALEIGH NC	3020
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD RICHMOND VA	9436
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD RICHMOND VA	3020
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD RICHMOND VA	3020
PRCM&RECRUIT/OFFICER RECRUITER	NRD NEW ENGLAND	3020
XO SHR ACT	NRD NEW ENGLAND	3020
PRCM&RECRUIT/OFFICER RECRUITER	NRD DALLAS	9436
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD DALLAS	3020
PRCM&RECRUIT/OFFICER RECRUITER	NRD DENVER CO	3020
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD DENVER CO	3020
PRCM&RECRUIT/OFFICER RECRUITER	NRD MICHIGAN	3020
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD MICHIGAN	3020
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD KANSAS CITY	3020
XO SHR ACT	NRD KANSAS CITY	3020
PRCM&RECRUIT/OFFICER RECRUITER	NRD LOS ANGELES	9436
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD LOS ANGELES	3020
PRCM&RECRUIT/OFFICER RECRUITER	NRD ATLANTA GA	3020
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD ATLANTA GA	3020
XO SHR ACT	NRD MINNEAPOLIS	9436
PRCM&RECRUIT/OFFICER RECRUITER	NRD MINNEAPOLIS	3020
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD NEW ORLEANS	3020
XO SHR ACT	NRD NEW ORLEANS	9436
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD NEW YORK	3020
PRCM&RECRUIT/OFFICER RECRUITER	NRD NEW YORK	3020
XO SHR ACT	NRD NEW YORK	9436
PRCM&RECRUIT/OFFICER RECRUITER	NRD PHILADELPHIA	3020
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD PHILADELPHIA	3020
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD PHILADELPHIA	3020
XO SHR ACT	NRD PHILADELPHIA	3020
OR, PORTLAND	J	
OR, PORTLAND	J	
NC, RALEIGH	J	
NC, RALEIGH	J	
NC, RALEIGH	J	
VA, RICHMOND	J	
VA, RICHMOND	J	
VA, RICHMOND	J	
MA, BOSTON	J	
MA, BOSTON	J	
TX, DALLAS	J	
TX, DALLAS	J	
CO, DENVER	J	
CO, DENVER	J	
MI, DETROIT	J	
MO, KANSAS CITY	J	
MO, KANSAS CITY	J	
CA, LOS ANGELES	J	
CA, LOS ANGELES	J	
CA, LOS ANGELES	J	
GA, MARIETTA	J	
GA, MARIETTA	J	
MN, MINNEAPOLIS	J	
MN, MINNEAPOLIS	J	
MN, MINNEAPOLIS	J	
LA, NEW ORLEANS	J	
LA, NEW ORLEANS	J	
LA, NEW ORLEANS	J	
NY, NEW YORK CITY	J	
NY, NEW YORK CITY	J	
NY, NEW YORK CITY	J	
PA, PHILADELPHIA	J	
PA, PHILADELPHIA	J	

XO SHR ACT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD PITTSBURG PA	PA, PITTSBURGH
XO SHR ACT	PRCM&RECRUIT/OFFICER RECRUITER	NRD PITTSBURG PA	PA, PITTSBURGH
XO SHR ACT	PRCM&RECRUIT/OFFICER RECRUITER	NRD S FRANCISCO	CA, OAKLAND
XO SHR ACT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD S FRANCISCO	CA, OAKLAND
XO SHR ACT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD SEATTLE WA	WA, SEATTLE
XO SHR ACT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD SEATTLE WA	WA, SEATTLE
XO SHR ACT	PRCM&RECRUIT/OFFICER RECRUITER	NRD SEATTLE WA	WA, SEATTLE
ADMIN	NAF ATSUGI	2615	JAPAN, HONSHU ATSUGI
CC	STF OPS&PLN/ASST SLFT	0035R	ENGLAND, LONDON
CC	STF OPS&PLN/NAV FLT AUX	0035S	ITALY, NAPLES
CC	STF PLN	0043S	ITALY, NAPLES
CC	PERS/MPWR MGT/ADMIN	0033P	DC, WASHINGTON
CC	PORT SVC	9476	CA, PORT HUENEME
CC	CHIEF STF OFF	9016	ENGLAND, LONDON
CC	STF PLN	0043S	ENGLAND, LONDON
CC	ADMIN	9087	ITALY, NAPLES
CC	PLANNING OFFICER	2615	ITALY, NAPLES
CC	OPS ASHR/DIR PORT OPS	9087	ITALY, NAPLES
CC	ADMIN/DIR OPERATIONS DEPT	9466	ITALY, NAPLES
CC	OPS ASHR	9466	RI, NEWPORT
CC	BQ MGR	2615	VA, NORFOLK
CC	STF ADMIN	9466	VA, NORFOLK
CC	OPS ASHR	9034	JAPAN, KYUSHU SASEBO
CC	BQ MGR	9466	JAPAN, KYUSHU SASEBO
CC	PORT SVC	1112	HI, PEARL HARBOR
CC	OPS OFF	9476	SPAIN, ROTA
CC	350/04	9045	JAPAN, HONSHU YOKOTA AFB
CC	COMM PLN&OPS/ADDU TO 22810/68627/ACOS	9515	KOREA, SEOUL
	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	3020	NY, SCOTIA
	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	3020	GA, MACON
	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	3020	IL, GREAT LAKES
	PERS/MPWR MGT/HD MIL SUPPORT	3965	CA, OAKLAND
CC	CHAPLAIN/MNPWR PLN	3943	VA, ARLINGTON
CC	CMPU SYS ANAL/STDL	9735	VA, ARLINGTON

CC	ADP PLANS	ADP PLANS/DIR DATA ADMIN DIV	BUPERS FLD COMP	9720	H	VA, ARLINGTON
CC	PERS P&P DIR/CORPORATE SYSTEMS	CMPU SYS ANAL/ASST CORPORATE SYS OFF	BUPERS FLD COMP	3981	H	VA, ARLINGTON
CC	ADP PLANS	CMPU SYS ANAL/ACT HD DATA IMPLMTN BR	BUPERS FLD COMP	9735	-	VA, ARLINGTON
CC	ADP PLANS	COMP SYS ANAL/STD'S	BUPERS FLD COMP	9720	-	VA, ARLINGTON
CC	ADP PLANS/LIAISON OFFICER	BUPERS FLD COMP	9735	-	VA, ARLINGTON	
CC	ADP SYS SEC/OPS ANAL	BUPERS FLD COMP	9720	J	VA, ARLINGTON	
CC	ADP SYS MNT/BRANCH HEAD	BUPERS FLD COMP	9781	-	VA, ARLINGTON	
CC	MGT INFO SYS/FORCE INFO SYSTEMS	COMNAVSURFLANT	BUPERS FLD COMP	9745	J	VA, NORFOLK
CC	COMPTROLLER	NAS FALLON	0089P	2612	-	NV, FALLON
CC	PERS PERF OFF	BUPERS FLD COMP	0031P	1050	-	VA, ARLINGTON
CC	PERS PERF OFF	BUPERS FLD COMP	0033S	3421	H	VA, ARLINGTON
CC	PERS P&P DIR/HD SELECTION BD SUPPT BR	BUPERS FLD COMP	3421	J	VA, ARLINGTON	
CC	PERS P&P DIR/MGMT INFO SYS/FIELD SUP DIV	BUPERS FLD COMP	3981	J	VA, ARLINGTON	
CC	PERS DIST OFF/DEP DIR	BUPERS FLD COMP	0033R	3981	H	VA, ARLINGTON
CC	PERS DIST OFF/HEAD PROF DEV ED/SUBSPEC	BUPERS FLD COMP	0033S	3126	H	VA, ARLINGTON
CC	PERS DIST OFF/GRAD EDUCATION	BUPERS FLD COMP	3126	-	VA, ARLINGTON	
CC	PERS DIST OFF/SERVICE COLLEGE	BUPERS FLD COMP	0033S	3126	J	VA, ARLINGTON
CC	PERS DIST OFF/HEAD ED & TRNG STF PLMT BR	BUPERS FLD COMP	3126	-	VA, ARLINGTON	
CC	PERS DIST OFF/HEAD GEN UNRESTRICT ASGN	BUPERS FLD COMP	3126	-	VA, ARLINGTON	
CC	PERS DIST OFF/LT YG 83 SENIOR	BUPERS FLD COMP	3126	J	VA, ARLINGTON	
CC	PERS DIST OFF/YG 84 & BELOW	BUPERS FLD COMP	3126	J	VA, ARLINGTON	
CC	PERS PLN/HD ALLOCATION BR	BUPERS FLD COMP	3970	H	VA, ARLINGTON	
CC	PERS PLN/NMP-O MANAGER/BFD ALLOCATIONS	BUPERS FLD COMP	3970	J	VA, ARLINGTON	
CC	PERS PLN/ASST HEAD	BUPERS FLD COMP	3970	J	VA, ARLINGTON	
CC	PERS PLN/JNT DUTY ALLOCATION	BUPERS FLD COMP	0033R	3981	G	VA, ARLINGTON
CC	PERS P&P DIR/DIST MGMT & CNTRL DIV	BUPERS FLD COMP	0031S	1005	-	VA, ARLINGTON
CC	ACCT/OFFICER FISCAL MANAGER	BUPERS FLD COMP	0089P	9710	-	VA, ARLINGTON
CC	ADP PGM/HD OPERATONS	NAS KEFLAVIK IC	0031P	1050	-	ICELAND, KEFLAVIK
CC	COMPTROLLER/ADDU TO 00400/57088	BUPERS FLD COMP	0042S	2610	G	VA, ARLINGTON
CC	PERS P&P CHIEF/DEP ACNP	BUPERS FLD COMP	0089P	9710	-	VA, ARLINGTON
CC	MGT ANAL CTL/DEP DIR/PPBS	BUPERS FLD COMP	3980	2610	H	VA, ARLINGTON
CC	PERS P&P DIR/HD, IRM QOL COORDINATOR	BUPERS FLD COMP	3981	9710	-	VA, NORFOLK
CC	ADP PGM	NAVLANTMETOCSEN				

CC	PERS P&P DIR/FIELD COORDINATOR	3981	1	VA, ARLINGTON
CC	PERS P&P DIR/DEP DIRECTOR	3981	1	VA, ARLINGTON
CC	PERS PLN/SECTION HEAD	3981	1	VA, ARLINGTON
CC	BUDGET/RESOURCE MGMT OFFICER	3981	1	VA, ARLINGTON
CC	PERS P&P DIR/DIV DIRECTOR	3981	1	VA, ARLINGTON
CC	PERS P&P DIR/POW/MIA LIAISON	3981	1	VA, ARLINGTON
CC	PERS P&P CHIEF/ACNP	3981	1	VA, ARLINGTON
CC	LES OFF STF/BR HD	3980	G	VA, ARLINGTON
CC	PERS PERF ENL/BR HD	3980	G	VA, ARLINGTON
CC	PERS PERF ENL/BR HD	3980	G	VA, ARLINGTON
CC	PERS PERF ENL/BR HD	3980	G	VA, ARLINGTON
CC	PERS PERF OFF	3980	G	VA, ARLINGTON
CC	PERS PERF OFF	3980	G	VA, ARLINGTON
CC	ADMIN/ADMIN OFFICER	3981	1	BAHRAIN, MANAMA
CC	ADMIN ASST/PAO	3981	1	VA, VIRGINIA BCH L CREEK
CC	ADP SYS DIR/INFO SYS BRANCH HEAD	2605	J	VA, NORFOLK
CC	ADP SYS DIR/COMP SYS DEPT HD	0089B	9705	CA, MONTEREY
CC	LOGISTICS/16/03 DEP NAVAL AFF	0089P	9705	NETHERLANDS, THE HAGUE
CC	XO SHR ACT	3422	J	ME, CUTLER
CC	SPACERQMT ANAL/FLT SUPP LANT/SURVEILL	3422	J	VA, DAHLGREN
CC	PERS/MPWR MGT - DEPT HEAD	3421	J	FL, PENSACOLA
CC	COMM PLN&OPS	3421	J	ICELAND, KEFLAVIK
CC	ADP PROD/COMP SYS WATCH OFF	0089P	9510	CA, MONTEREY
CC	COMP SYS WATCH OFF	0089P	9510	CA, MONTEREY
CC	ADP PROD/COMP SYS WATCH OFF	9715	J	CA, MONTEREY
CC	ADP PROD/COMP SYS WATCH OFF	9715	J	CA, MONTEREY
CC	ADP PROD/COMP SYS WATCH OFF	9715	J	CA, MONTEREY
CC	DATA BAS MGT/COMM DIV HEAD	9715	J	CA, MONTEREY
CC	ADP PGM/N911	9715	J	DC, WASHINGTON
CC	OIC SHR ACT/ADDU TO 00110/62863	9715	J	SPAIN, ROTA
CC	COMPTROLLER/DIVISION DIRECTOR	0089Q	9420	TN, MILLINGTON
CC	OP INTEL GEN/ASPADOC OFFICER	0031P	1050	VA, DAHLGREN
CC	OPINTEL ANAL/ASSC TRAINING OFF	0076S	9640	VA, DAHLGREN
CC	OP INTEL GEN/ELECTRONICS MAINT DIV OFF	0076S	9640	VA, DAHLGREN
CC	XO SHR ACT	0089R	9436	ICELAND, KEFLAVIK
CC	MPWR PLN/DIVISION HEAD	0033P	3943	TN, MILLINGTON
CC	ADP SYS DIR	0089S	9705	ICELAND, KEFLAVIK

XO SHR ACT/01	CC	PERS/MPWR MGT	0089S	9436
CC	CC	ADP SYS DIR/ADP CUSTMR LIASON	3965	DC, WASHINGTON
CC	CC	COMP SYS ANAL	9705	DC, WASHINGTON
CC	CC	MPWR PLN/RESERVE POLICY	9735	DC, WASHINGTON
OIC SHR ACT	CC	MGT INFO CEN-LIBRARY DIV OFF	0033P	TN, MILLINGTON
CC	CC	STF PLN/DIV OFFICER/SAT MGR	3943	ENGLAND, LONDON
CC	CC	ADP PLANS CII 009 W0740006	0089P	RI, NEWPORT
CC	CC	ADP PGM/DDG/FFG 7/PEP RAN	2614	CA, POINT MUGU
CC	CC	ADP PGM/NETWORK SYS OFF	0075S	BELGIUM, CASTEAU
CC	CC	PERS/MNPWR MGMT	9087	VA, VIRGINIA BEACH
CC	CC	STF ADMIN/ED TRA PLN GEN/PERS/MPWR MGT	0089P	VA, VIRGINIA BEACH
CO SHR ACT SEL/ADDU TO 10700/00011	CC	NCTS WASH DC	9420	VA, ARLINGTON
N120C5-PASS/INSIPS/ ANALYST	CC	NCTS WASH DC	0033R	VA, ARLINGTON
CC	CC	MPWR PLN/DIVISION HD	9422	TN, MILLINGTON
CC	CC	MNPWR PLN/DEP DEPT HD	0042P	VA, ARLINGTON
CC	CC	MPWR PLN	3215	TN, MILLINGTON
CC	CC	MPWR PLN	0033R	VA, ARLINGTON
CC	CC	MPWR PLN/DIV HD	3943	TN, MILLINGTON
CC	CC	MPWR PLN/DEPUTY DIR	0033R	VA, ARLINGTON
OPERATIONS ANALYST/ CNO FELLOW (N85)	CC	OPNVSUPACT WASH	3943	TN, MILLINGTON
CC	CC	MPWR PLN/OCCUP ANALYST/BRANCH HEAD	0033S	VA, ALEXANDRIA
CC	CC	MPWR PLN/OCCUP ANALYST/BRANCH HD	3943	NM, ALBUQUERQUE
CC	CC	MPWR PLN/BR HEAD	0033S	TN, MILLINGTON
CC	CC	CH ADP PGM 7520/01 C0360	3943	TN, MILLINGTON
CC	CC	MPWR PLN/SPECIAL PROJECTS	0091P	VA, ALEXANDRIA
CHIEF 2233/01 B0311	CC	DSWA CMD ALBQ	9710	TN, MILLINGTON
CC	CC	DSWA HQTRS DC	0055P	VA, ALEXANDRIA
CC	CC	NAV/MAC MILLINGTN	5917	VA, ALEXANDRIA
CC	CC	DSWA HQTRS DC	0033R	TN, MILLINGTON
CC	CC	NAV/MAC MILLINGTN	3943	VA, ALEXANDRIA
CC	CC	DISA HQ	0091Q	VA, ALEXANDRIA
CC	CC	AIR UNIV MAX AFB	9710	VA, ALEXANDRIA
CC	CC	NUSWCD A ANDROS	3265	AL, MAXWELL AF BASE
CC	CC	USCINCEUR	9510	BAHAMAS, ANDROS IS
CC	CC	USCINCEUR	9085	GERMANY, VAIHINGEN
CC	CC	USCINCEUR	3320	GERMANY, VAIHINGEN
CC	CC	USCINCEUR	9710	GERMANY, VAIHINGEN
LOGISTICS/422/06	CC	USCINCEUR	0043R	GERMANY, VAIHINGEN

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CC	STF COMM OFF	624/06	E0010288	9590
CC	ADP SYS STF D231 060 OFF	V16	I4040331	9735
CC	PERS/MPWR MGMT/DIR ADMIN		DISA HQ	0091P
CC	PERS/MPWR MGMT/ASST DIRADMIN		DIRDIVOFNREACDOE	0033R
CC	NTWK MGMT D312/030	V01	I4040233	3965
CC	PERS/MPWR MGMT/MIL PERS OFF		DIRDIVOFNREACDOE	0033S
CC	ED TRA PLN GEN		DIRDIVOFNREACDOE	3965
CC	PERS/MPWR MGMT		DAU	0033S
CC	ADMIN-ADMIN/SECURITY DEPT HD		DAU	3965
CC	ADV C&S INST/MIL FAC	44/05	G0630156	2615
CC	SO STRAT C-514CONCEPTS		NATL DEF UNIV	3265
CC	NETWK MGMT D213/040	V01	SACLANT	9016
CC	SPC ASST STRT 04/006OFF		DISA HQ	0089P
CC	CH PER ASSGN 120/10	N2160044	US STRATCOM	9595
CC	CH CMD TRNG 130/70	N2160046	US STRATCOM	1
CC	DATA SYS MGR 525/09A	N2160224	US STRATCOM	2605
CC	CH DB SYS 525/05A	N2160262	US STRATCOM	0033B
CC	CMPTR SYS 532/05 OFF		US STRATCOM	3985
CC	SYS SUPP OFF 6110/03	N2160323	US STRATCOM	0037S
CC	LOG/INFR OFF 24131A	X2570006	US STRATCOM	3970
CC	EXEC OFF GSE 003		CINC WESTLANT	9730
CC	N09B MANPOWER		HQ AF SOUTH	9730
CC	COM PLNS/ D313/03 OPS	V02	OPNVSUPACT WASH	9720
CC	JNT MNPWR PLNR	DA101040	DISA HQ	9051
CC	OPS RSCH ANALYST	JD101050	JNTSTF JCS WASH	9735
CC	CHIEF	J4011132	JNTSTF JCS WASH	2615
CC	JCS INTERN/OJCJS	A1000005	DEF LOG AGENCY	3970
CC	PERS PLN/HD OPERATIONS ANALYSIS BRANCH		JCS/OSD INTERN	9515
CC	L/M TRA PGM/NAVLEAD/TSQL INTEG TEAM		NAVCRUIT COMD DC	9065
CC	BUDGET OFF D20C3 010	I4040365	NETPDTTC PENS	0042P
CC	COM-COMP SYS D213 20STF OFF	V02	DISA HQ	3970
CC	ADP PLNS D217 040	V09	DISA HQ	0037P
CC	CH, GCSCS ACQ D23 020	V16	DISA HQ	9735
CC	ED TRA PLN GEN/NROTC PROF DEVEL DIV OFF		NETPDTTC PENS	9590
CC	ADP PLANS		NCTS JAX FL	0091S
CC	ADP SYS STF D232 030OFF		DISA HQ	9065
				V16

CC	ADP SYS STF D261 020	V16	DISA HQ	0091S	9740	
CC	STF ADMIN/COMPTROLLER/FLAG SEC		CNAVBASE SEAT	0031Q	9034	
CC	ADP PLANS/CUSTOMER LIAISON		NCTS SD CA/EOB	0089P	9720	
CC	COMM PLN&OPS		NCTAMS MED NAPLE	0091S	9735	
CC	STRAT PLNS D53/035 ANALYST	V01	DISA HQ	0055S	9510	
CC	C3 STF OFF D73 010	V07	DISA HQ	00904	H	
CC	COMM STF OFF DG 080	V01 14040236	DISA HQ	5904	H	
CC	JT PLNS OFF CPI 010	V01 14040166	DISA HQ	5904	H	
CC	ASST DEP DIR FCR 040	V01 14040260	DISA HQ	0089S	9590	
CC	CH CUST SUP EU32/010&PROV	EO3 14040253	DISA HQ	0089R	9515	
CC	C-E ENG OFF EU22 040	E03	DISA EUROPE	0089S	9510	
CC	CH VOICE BR EU24 010	E03	DISA EUROPE	0089R	9510	
CC	MGMT ANLY EU332/015	E03	DISA EUROPE	0089S	2615	
CC	EUCOM C31 EU5/8/020 PLNG OFF	14040256	DISA EUROPE	00900	H	
CC	CH, SYS SEC JPSS 030	ANALYST D01	DISA W HEMIS	0091S	9735	
CC	ADP SYS PLN WEY1 010MGMT OFF	D01	DISA W HEMIS	0091S	9740	
CC	CPTR SYS WEY31 060ANALY ADPLO	D01	DISA W HEMIS	0091S	9735	
CC	CPTR SYS WEY31 070ANAL ADPLO	D01	DISA W HEMIS	0091S	9735	
CC	CPTR SYS WEY31 080ANAL ADPLO	D01	DISA W HEMIS	0091S	9735	
CC	NMCC COMM WEY32 060WTCH OFF	14040241	DISA W HEMIS	00959	H	
CC	OIC HQ COM WEZ31 010LAN OPS CT	V01	DISA W HEMIS	0089S	9735	
CC	CH NTWK MGMT	CB511010	J4011408	JNTSTF JCS WASH	2614	
CC	CH LOG SPT BR	CB701010	J4011137	JNTSTF JCS WASH	2615	
CC	EXEC OFFICER 10/03(NOM)	B0480394	USCINCCENT	0033P	8685	
CC	CH JT OFF MNGT OFC DA500010	J4010783	JNTSTF JCS WASH	0033P	3970	
CC	N120C7-JNT/DEF AGNCY/USMC		OPNAV	0089S	1025	
CC	MILSATCOM ACTION OFFHIC100020	J4010655	JNTSTF JCS WASH	0089S	9590	
CC	AO INTEG AUTODIN OPSHIC200030	J4010513	JNTSTF JCS WASH	0089R	9590	
CC	NMCS COMM OFF	HC400025	J4011098	JNTSTF JCS WASH	9590	H
CC	COMM PLN&OPS/N631F COM/UHF SATCOM		OPNAV	0077P	9515	
CC	MIL ED P&P PLNR	ID100060	J4011237	JNTSTF JCS WASH	3215	
CC	INFO RSC PLN OFF	JD200110	J4011141	JNTSTF JCS WASH	9705	
CC	DIR MILPERS & ADMIN		CNR ARLINGTON VA	0033P	3965	
CC	PERS PLN/HEAD ACCESSION PLNS SEC		BUPERS WASH DC	0033P	3970	
CC	STAT DATA ANAL/COMMAND PLN ANALYST		BUPERS WASH DC	0042P	2085	

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CC PERS PLN/HEAD ENL STRENGTH PLNS SEC		VA, ARLINGTON	
CC ADP PGMS OFF	30/03	J	HI, PEARL HARBOR
CCC ADP PLNS OFF	40/02A	J	HI, PEARL HARBOR
CC CH ADP SEC MGT	50/01	I	HI, PEARL HARBOR
CC COMP SPEC	50/02	I	HI, PEARL HARBOR
CC PERS PLN/ENL ADV PLANS			HI, PEARL HARBOR
CC ADMIN/ADMIN DEPT HD			VA, ARLINGTON
CC PERS PLN/HEAD "A" SCHOOL PLNS SEC			CA, SAN DIEGO
CC ED TRA PLN GEN/CAREER PROGRAMS			VA, ARLINGTON
OPS OFF			DC, WASHINGTON
COMMANDER/CO	K4080011	P	ID, BOISE
COMMANDER/CO	K4080012	P	MA, BOSTON
OPS OFF 002/01			NY, BUFFALO
OPS OFF 002/01			NC, CHARLOTTE
PERS PLN/OPS OFF			IL, DES PLAINES
OPS OFF 002/01			TX, DALLAS
OPS OFF 002/01			CO, DENVER
OPS OFF 002/01			VA, RICHMOND
ASST OPS OFF			NC, RALEIGH
CDR/CO SHR ACT	K4080029	P	TX, SAN ANTONIO
CO	K4080055	P	WA, SEATTLE
ADMIN/OPS OFF 002/01			LA, SHREVEPORT
CO 001/01	K4080067	P	WA, SPOKANE
CO	K4080067	P	MA, SPRINGFIELD
INDUC&ENL/OPS OFF 002/02			TX, EL PASO
OPS OFF 002/01			SC, FORT JACKSON
OPS OFF 002/01			TX, HOUSTON
CO	K4080059	P	IN, INDIANAPOLIS
CO	K4080056	P	FL, JACKSONVILLE
ASST OPS OFF			MN, MINNEAPOLIS
CO	K4080061	P	NY, FORT HAMILTON
CO	K4080052	P	OK, OKLAHOMA CITY
OPS OFF			PA, PHILADELPHIA
COMMANDER/K4080019			AZ, PHOENIX
COMM PLN&OPS			DC, WASHINGTON
COMM-COMP	6421/04SYS OFFICER	P	CO, COLORADO SPRINGS
PORT SVC			GREECE, SOUDHA BAY

IG	COMPTROLLER/SPECIAL ASST FINANCIAL MGT	NAVCRUIT COMD DC	9960
CC	ADMIN/ADMINISTRATIVE DIR 10	NAVCRUIT COMD DC	1050
CC	STF PERS/DIR FIELD PER MAN DIV/11	NAVCRUIT COMD DC	0033S
CC	MPWR PLN/DIR OFFICERMANNING BRANCH/111	NAVCRUIT COMD DC	2615
CC	PERS P&P DIR/DIRECTOR	NAVCRUIT COMD DC	0033S
CC	PERS PLN/HEAD POLICY DIVISION	NAVCRUIT COMD DC	3985
CC	COMM OPS/PLANS SHORE ACTIVITY	NCTS NEWPORT/EOB	3943
CC	ADP PGM	DCMS WASH DC	0033S
CC	SPACE ACQ/LAUNCH SYSTEMS-MECH	SPAWAR SPTECH PG	3981
CC	STF OPS&PLN/CIRT	FIWC SDUTY NORVA	0089Q
CC	PRCM&RECRUIT/DIR OPERATIONS DEPARTMENT	NAVCRUIT COMD DC	0033S
CC	PRCM&RECRUIT/DIR, ENLISTED PRGMS DIV	NAVCRUIT COMD DC	3020
CC	PRCM&RECRUIT/HD, SCHOOL PRGMS BR	NAVCRUIT COMD DC	3020
CC	STF OPS&PLN/CIRT	FIWC SDUTY NORVA	0091P
CC	ADP PLANS/FACILITIES OFFICER	PG SCH PROFESTRG	0089P
CC	ADMIN/OPS OFF	MEPS BUTTE	9710
CC	INDUC&ENL/OPS OFF	MEPS DES MOINES	2615
CO	PERS PLN/OPS OFF	MEPS KNOXVILLE	3035
CC	OPS OFF 002/01	MEPS KNOXVILLE	9421
CC	COMMANDER	MEPS SALT LAKE C	3970
CC	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	MEPS AMARILLO	3035
CC	ADP PLNS JTAEB 015 OFF V16 14040239	DISA JITC W OPS	9421
CC	ADP PGM	DEOMI PATAFB	0089S
CC	INST ACAD	DEOMI PATAFB	9735
CC	STF OFF	NATO CISA BR	0037S
CC	TP-45	NRD SAN ANTONIO	9710
CC	XO SHR ACT	NRD SAN ANTONIO	9560
CC	PRCM&RECRUIT/OFFICER RECRUITER	NRD SAN ANTONIO	9436
CC	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD SAN ANTONIO	3020
CC	DEP/VICE CDR /DEPUTY DIRECTOR	FIELD SUPPACT D	0033S
CC	XO SHR ACT	NRD ST LOUIS	9992
CC	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD ST LOUIS	9436
CC	PRCM&RECRUIT/OFFICER RECRUITER	NRD ST LOUIS	3020
CC	INST SOC SCI/MPTA	PG SCH PROFESTRG	3020
CC	COMM PLN & OPS/ONI-74	ONI SUITLAND	3254
CC			9515

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OIC SHR ACT	NSC DET PACIFIC	0076P	9420	J	KOREA, OSAN
OIC SHR ACT	NADMU SCOTIA NY	0091P	9065	J	NY, SCOTIA
CC STF OPS&PLN/CIRT	FIWC NORVA	0042P	9085	J	VA, VIRGINIA BCH L CREEK
CC OPS ANAL	COMOPTEVFOR				VA, NORFOLK
CC PERS RSCH/PROD DEV DIV OFF	NETPDTCPENSC		3950	J	FL, PENSACOLA
CC PERS DIST GEN-DIR STU/QUOTA CONT OFC	FTCNORFOLK	0037P	3125	J	VA, NORFOLK
CC L/M TRA PG/M/NROTC	NETPDTCPENSC	0037S	3220	J	FL, PENSACOLA
CC ED TRA PLN GEN/NROTC SELECTION	NETPDTCPENSC		3215	J	FL, PENSACOLA
CC TRAINING-DIR CURR & INSTL STDS OFC	FTCNORFOLK	0037P	3290	J	VA, NORFOLK
CC ED TRA PLN GEN/NROTC MIDN ADMIN DIV OFF	NETPDTCPENSC		3215	J	FL, PENSACOLA
CC ED TRA PLN GEN/NROTC PROG SUPP DIV OFF	NETPDTCPENSC		3215	J	FL, PENSACOLA
CC ED TRA PLN GEN/NJROTC PROGS	NETPDTCPENSC		3215	J	FL, PENSACOLA
XO SHR ACT	NRD SAN DIEGO		9436	J	CA, SAN DIEGO
PRCM&RECRUIT/OFFICER RECRUITER	NRD SAN DIEGO		3020	J	CA, SAN DIEGO
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD SAN DIEGO		3020	J	CA, SAN DIEGO
CO SHR ACT SEL/ADDU TO 38350/00070 AND	EPMACNRLNS	9422	G	J	LA, NEW ORLEANS
PERS DIST ENL/DEPARTMENT DIRECTOR	EPMACNRLNS	0033S	3127	J	LA, NEW ORLEANS
CC SCH ADMIN/GEN TRNG DEPT HEAD	EPMACNRLNS	0033R	3127	J	WA, BANGOR
XO SHR ACT/EXECUTIVE OFFICER	TRITRA BANGOR		3283	J	DC, WASHINGTON
CC BQ MGR/FAC MGR	NAVSTA WASH		9436	H	DC, WASHINGTON
CC CMPU SYS ANAL/DEPT HEAD	NAVSTA WASH		1112	J	CA, SAN DIEGO
CC CMPU SYS ANAL/FLEET SUPPORT OFCR	NCTSI SDIEGO CA	0089R	9735	J	CA, SAN DIEGO
CC CMPU SYS ANAL/CM OFFICER	NCTSI SDIEGO CA		9735	J	CA, SAN DIEGO
CC CMPU SYS ANAL/JNT CM OFFICER	NCTSI SDIEGO CA		9735	J	CA, SAN DIEGO
CC CDR/CO SHR ACT	PSANORFOLKVA		9421	G	VA, NORFOLK
OIC SHR ACT	PSDDAMNECK		9420	J	VA, VIRGINIA BEACH
OIC SHR ACT/ADDU TO 00350/60191	PSDOCEANA		9420	J	VA, VIRGINIA BCH OCEANA
OIC SHR ACT/ADDU TO 00106/00183	PSDPORTSMOUTH		9420	J	VA, PORTSMOUTH
CO SHR ACT SEL/ADDU TO 11030/00242	PSASANDIEGO		9422	G	CA, SAN DIEGO
OIC SHR ACT/ADDU TO 01030/63406	PSDPTLOMASDGO		9420	J	CA, SAN DIEGO
OIC SHR ACT/ADDU TO 00110/00259	PSDBALBOACA		9420	J	CA, SAN DIEGO
OIC SHR ACT/ADDU TO 00145/00245	PSDNSSDIEGO		9420	J	CA, SAN DIEGO
CC TRANS DIR	COMISC FAR EAST	0035P	1295	J	JAPAN, HONSHU YOKOHAMA
XO SHR ACT	NCTS JAX FL	0089R	9436	J	FL, JACKSONVILLE
CC STF PLN/ACOS PLN STRAT MB	COMISC FAR EAST	0043P	9087	J	JAPAN, HONSHU YOKOHAMA

CC	SNAP II DEPARTMENT HEAD	
CC	XO SHR ACT	
CC	CDR/CO SHR ACT	
CC	ADP PGM/HD CUSTOMERS SUPPORT	
CC	SPACERQMT ANAL/SAT COMM OPERATORS	
CC	ADP PLANS/HD CUSTOMER LIAISON STAFF	
CC	XO SHR ACT	
CC	XO SHR ACT	
CC	COMMANDER/K40800018	
CC	CDR/CO SHR ACT/ADDU TO 10130/57006	
CC	STF OPS&PLN	
CC	SPACERQMT ANAL/INTEG PLANNING OFFICER	
CC	XO SHR ACT	
CC	COMM ASHR/APTS OFF	
CC	XO SHR ACT	
CC	SCH ADMIN/CISO EVALUATION COORDINATOR	
CC	SCH ADMIN/CURRICULUM DEVELOPMENT, HEAD	
CC	MPWR PLN/BRANCH HD	
CC	STF OPS&PLN/LOGISTICS/ACOS	
CC	OPS ASHR	
CC	CDR/CO SHR ACT	
CC	XO SHR ACT	
CC	LES OFF SHR ACT	
CC	CDR/CO SHR ACT/ADDU TO 00135/62995	
CC	XO SHR ACT	
CC	COMM PLN&OPS	
CC	COMPUTER SYS 505/03 ANAL	
CC	ASP SYS DIR/PROGRAM ANALYSIS OFFICER	
CC	ADMIN	
CC	OPS ASHR	
CC	PORT SVC	
CC	ADMIN/ACOS/FAM HSG OFF	
CC	ANAL/PGMR AC-661	
CC	SEC HD, IS AC-654SUPV	
CC	ILS MANAGER AC-671 X2630003	
CC	COMPUTER SYS 515/04 ANAL	
CC	NIMASSO DTPAC SD	
CC	PSA JAX FLORIDA	
CC	PSA GLAKES	
CC	BUPERS FLD COMP	
CC	NAVSPACECOMOPSEL	
CC	NCTS NORLEANS LA	
CC	PSA PUGET SOUND	
CC	PSA NEW LONDON	
CC	MEPS SAN DIEGO	
CC	PSA FAR EAST	
CC	COMSC/USCENC LO	
CC	NAVSPACECOMOPSEL	
CC	NCTS SOUND WA	
CC	NCTS SOUND WA	
CC	AEGISTRACEN DLGN	
CC	AEGISTRACEN DLGN	
CC	NAMVMAC MILLINGTN	
CC	CNAVBASE SEAT	
CC	PSA EUR NAPLS IT	
CC	NS PASCAGOULA MS	
CC	NS PASCAGOULA MS	
CC	NCTS SICILY IT	
CC	NCTS SICILY IT	
CC	NCTS SICILY IT	
CC	JC2WC	
CC	NISMC WASH DC	
CC	NAVSTA EVERETT W	
CC	NAVSTA EVERETT W	
CC	NB PR FAMILY HSG	
CC	ACLANT SYSUPCEN	
CC	ACLANT SYSUPCEN	
CC	ACLANT SYSUPCEN	
CC	JC2WC	
J	CA, SAN DIEGO	
J	FL, JACKSONVILLE	
J	IL, GREAT LAKES	
J	VA, ARLINGTON	
J	VA, DAHLGREN	
J	LA, NEW ORLEANS	
J	WA, BANGOR	
J	CT, GROTON	
J	CA, SAN DIEGO	
J	JAPAN, HONSHU YOKOSUKA	
J	FL, MACDILL AFB	
J	VA, DAHLGREN	
J	WA, BANGOR	
J	WA, BANGOR	
J	VA, DAHLGREN	
J	VA, DAHLGREN	
J	VA, DAHLGREN	
J	TN, MILLINGTON	
J	WA, BANGOR	
J	WA, BANGOR	
J	ITALY, NAPLES	
J	MS, PASCAGOULA	
J	MS, PASCAGOULA	
J	SICILY, SIGONELLA	
J	SICILY, SIGONELLA	
J	TX, SAN ANTONIO	
J	VA, ARLINGTON	
J	WA, EVERETT	
J	WA, EVERETT	
J	WA, EVERETT	
J	HI, PEARL HARBOR	
J	VA, NORFOLK	
J	VA, NORFOLK	
J	VA, NORFOLK	
J	TX, SAN ANTONIO	

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Monterey, CA 93940-5103
7. LT Eric FitzPatrick.....1
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